AUGUST, 1960 2s. 3d.

SELECTION

TRAINING

COMMUNICATION

INCENTIVES

WELFARE

SAFETY

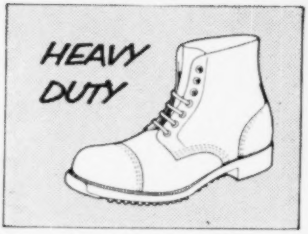
LAW

CATERING

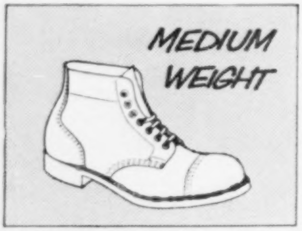
EQUIPMENT

Personnel Management and Methods

TOTECTORS



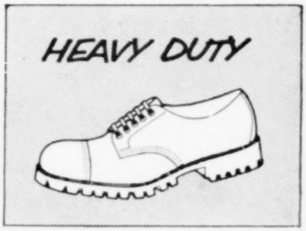
All comply with B.S. 1870.


MEDIUM
WEIGHT

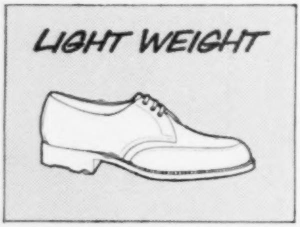
TOTECTORS

£1,000 free insurance covers all men's lines.

TOTECTORS



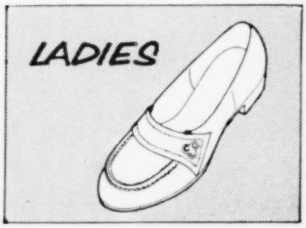
Are indistinguishable from ordinary footwear.


LIGHT WEIGHT

TOTECTORS

Are also available in smart styles for women.

TOTECTORS



The pioneers of safety footwear.

WILKINS & DENTON LIMITED · TOTECTOR HOUSE · RUSHDEN · NORTHAMPTONSHIRE

"Wheelers of Plaistow"
specialists in the manufacture of
OVERALLS
for
MEN
and
WOMEN
in every Trade

The "VOLE" Brand DIGNIFIES THE JOB

H. WHEELER & CO. LTD.
Overall Clothing Manufacturers
107 LONDON RD., PLAISTOW, E.13
Telephone: GRAngewood 4071

AUGUST

Staff holidays this month! How about a holiday and face lift for your work shops and offices? Your staff returns relaxed, back to fresh and redecorated premises.

Just telephone NEW CROSS 9800-1 for the following cleaning services:—

- Degreasing of floor surfaces.
- Cleaning of inaccessible ledges.
- Wall surfaces and distemper work.
- Woodwork, exterior stone work.
- Glass roofs and windows.
- Wall paper and ceilings.
- Floor sanding.
- Carpets and daily office cleaning.

AND ALL PAINTING AND REDECORATING

Banish grime and soot in factory and workshop, industrial canteens and offices. Let light into your premises by obtaining an immediate quote from

STRAND CLEANING SERVICES LTD.
85 Gordon Rd., London, S.E.15
Tel.: NEW CROSS 9800-1

Personnel Management and Methods

SELECTION · TRAINING · COMMUNICATION · INCENTIVES
WELFARE · SAFETY · LAW · CATERING · EQUIPMENT

PAGE

CONTENTS AUGUST, 1960

9 **Personnel Management in Practice**

23 **We Are All Sold on Vending** *John Samson*
A PM&M employee attitude survey

26 **Expansion Calls for an Anchor-Man** *Mark Essendon*
A personnel manager at work

28 **Co-Partnership Is Not a Wonder Pill** *Richard Bates*
How the big firms see it

32 **Three American Techniques to Ponder** *Eric Moonman*
Second feature on U.S. personnel administration

35 **Why Play the Business Game?** *Discussion Leader*
Training executives for their chief task

37 **Right Side of the Law** *Counsel*
Tricky aspects of compensation cases

40 **Guess What I'm Thinking** *O. T. Curtis*
Communication films in the scales

42 **Room for Hygiene in Every Firm**
Illustrated survey of cloakroom equipment

News & Readers' Service

2 **PERSONNEL APPOINTMENTS**
3 **NEWS AND COMMENT**
13 **BOOKSHELF**
39 **LETTERS TO THE EDITOR**
45 **EQUIPMENT MARKET**
55 **READERS' ENQUIRY SERVICE**
57 **MANAGEMENT DIARY**
INSIDE BACK COVER **INDEX TO ADVERTISERS**
CLASSIFIED GUIDE TO SERVICES & EQUIPMENT

Vol. 27. No. 242. Printed for the Proprietors, Shaw Publishing Co. Ltd., *registered office: 180 Fleet Street, London, E.C.4, England (Waterloo 3388),* **by Samuel Temple & Co. Ltd., Vencourt Place, King Street, London, W.6.**
Advertisements, editorial and sales offices: Mercury House, 109-119 Waterloo Road, London, S.E.1 (Waterloo 3388). Subscription 30s. per year, post free.
CHANGE OF SUBSCRIBER'S ADDRESS. Please inform the Publishers six clear weeks in advance and include present address as well as new address required.

PERSONNEL APPOINTMENTS

EDUCATION and TRAINING

We require a young man to join our personnel team, with a view to eventually accepting responsibility for all aspects of Education and Training.

The company operates a wide range of training schemes and has an up-to-date Training School.

Due to continued expansion this appointment offers considerable scope, excellent prospects and an opportunity to acquire experience of all aspects of Personnel Management.

Write with full details of previous experience to the

Personnel Manager
Woods of Colchester Ltd.
Colchester, Essex.

quoting reference **JM/CMA/4.**

PERSONNEL OFFICER

to assist in Central London Personnel Department which is developing rapidly. Initially, duties concerned with recruitment of wide range of staff for a group of contracting companies operating at home and overseas. As the work grows opportunities will be given to deal with other aspects of the function, particularly salary administration.

Applicants should be 27 to 33 years of age and have experience of personnel work. *Please write to :—*

PERSONNEL ADMINISTRATOR
THE CEMENTATION GROUP
OF COMPANIES
20 ALBERT EMBANKMENT
LONDON, S.E.11

quoting reference G242.

DE HAVILLAND PROPELLERS LIMITED

require an

ASSISTANT PERSONNEL MANAGER

at their Hatfield establishment. He will be concerned with all aspects of a personnel department's service to a large research, development and experimental manufacturing establishment.

He will be between 26 and 35 years of age, have a University degree and some years' experience in a personnel department, preferably of an engineering firm.

This appointment would well suit a young man who has completed his training in personnel work and is now seeking his first post of real responsibility.

Applications should be addressed to the:

Personnel Manager,
de Havilland Propellers Ltd.,
Hatfield, Herts.

ASSISTANT STAFF MANAGER

The G.E.C. Applied Electronics Laboratories, Stanmore, Middlesex

have a vacancy for a man of ability and experience as Assistant Staff Manager

Applicants (age range 28 - 40) should have had at least four years' experience in a personnel department in the engineering industry.

A degree or a recognised qualification in Personnel Management would be an advantage.

Please write in confidence, to the

STAFF MANAGER

Quoting Ref. P.M.

HAWKER SIDDELEY NUCLEAR POWER COMPANY LIMITED

require a

PERSONNEL OFFICER

The post involves the full range of Personnel Management duties in a works employing 350, a large percentage of whom are graduates and technical staff.

Applicants should have had at least five years' Personnel Management experience in Engineering.

Applications in writing to:

HAWKER SIDDELEY NUCLEAR POWER CO. LTD.,
SUTTON LANE, LANGLEY, BUCKS

marking envelopes P.O./C.

PERSONNEL MANAGEMENT SENIOR ASSISTANT

required for busy department. Main emphasis is on development and administering training programmes. Preferably qualified man with at least five years' industrial personnel or training experience. Age 30 to 40.

Write giving full details to include age and present salary, to:

Personnel Manager, WATES LTD.,
1258-60 London Road, Norbury, S.W.16.

PERSONNEL OFFICER

is required by a leading clothing manufacturing company in North West England employing 850 personnel, mostly female. Applicants should have first-class experience in selection, training, labour relations and welfare.

Apply, giving particulars of experience, age, etc., to **Box P.A.59.**

PERSONNEL OFFICER (woman) required by old - established manufacturing company employing 30 men and 150 women. Applications are invited from women living within easy distance of Croydon who have at least two years practical experience of this management function, preferably qualified and who would welcome an opportunity to carry out single-handed the orthodox duties of a personnel officer in a small family business with a tradition of employing a specialist for this work. Five-day week. Holiday commitments will, of course, be accepted.—Please write fully including salary required, to Secretary, Arthur R. Davis & Co. Ltd., Grafton Road, Croydon, Surrey.

Shorthand Typist Supervisor

Supervisor (Lady) Shorthand Typist required to take charge of central typing pool and to undertake some secretarial duties for senior executives. Applicants must be thoroughly familiar with the work and problems of controlling a central typing department. Age 25 - 40. 5-Day Week. 9 a.m. to 5-30 p.m.

Write giving details of qualifications to:

The Chief Accountant,
Greaves & Thomas Ltd.,
103, Northwold Road,
Clapton, London, E.5

News and Comment

"**HEALTH** comes before earnings"—according to a member of the TGWU employed by ICI. He says that unions demand extra money for evening and weekend work so as to put a brake on overtime; "to keep weekend work to a minimum." A salutary and commendable thought.

But he should realize that many workers, sensitive to the temptations and pressures of the acquisitive society, crave extra hours and shifts; and sometimes find it profitable to work as much overtime as they can stand for a month or two—followed by a week or so 'on the doctor'. Firms with a full order book can turn a blind eye to this bad practice, which must eventually undermine health and family life. The personnel manager or industrial medical officer must surely act as 'overtime umpire'.

CABINET CHANGES immediately before the Summer recess may mean that the innovations of the ex-Minister of Labour could be delayed in their effects. Let us hope that Mr. Hare will show a turn of speed in completing his predecessor's stocktaking of industrial relations, and that the two reports on supervisory training and redundancy policies make an early appearance.

WHAT PRICE for security of employment? Nothing but applause is due to Vauxhall Motors Ltd., who, instead of laying off certain workmen, have thought it better to adjust the Company's sales policy. It is hard to imagine that Personnel Manager Hopkins had nothing to do with this notably far-sighted decision.

IT IS fashionable for critics of management to malign the building industry. But there can be no doubt that the builders are rapidly gaining ground in their attempts to strengthen their management techniques. One exhortation —"to examine (the) matter of regular employment and adopt policies which will materially assist in progressively de-casualizing a substantial percentage of those engaged in the industry"—shows how eager the National Federation of Building Trades Employers is to get building management in front of industry in general.

THROW THEM in at the deep end and expect them to swim: that is how some feel about the transition from school to work. The Industrial Welfare Society shows no sign of tackling the problem effectively by its special research project to investigate this transitional period.

Many organizations in commerce and industry make a major contribution to this problem with induction courses

2 GOGGLES

WITH THOUSANDS OF HOURS OF COMFORTABLE SAFETY...

Once again Northide take the lead in Industrial Safety Goggles in offering two splendid types—the "940" PVC and the "1000" PVC. Their special qualities are described below:

The 940 PVC

WIDE DIMENSIONS
Spacious and deep, easily accommodating ordinary spectacles.
Contour fitting eye-cups shaped to fit comfortably into the orbal cavity.

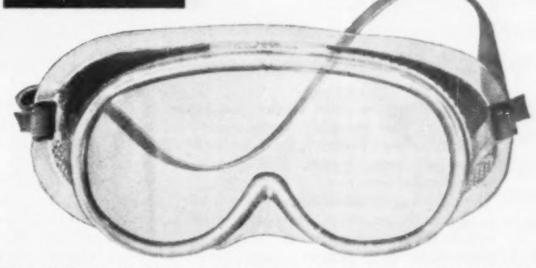
DOUBLE VENTILATION
(1) By diamond shaped holes on the sideshields.
(2) By eight ventilation holes around the lenses. With this kind of ventilation there is no possibility of the lenses becoming misted.

SPEEDY ADJUSTING
Can be adapted to various facial widths by means of adjustable nose-bridge and elastic headband.

PLIABLE FRAMES
TRANSPARENT REF. 940 IS
BLACK REF. 940 NS

EASY REPLACEMENT OF LENSES
The screwcap retaining rings allow the fitting of two lenses if required, and for both ELECTRIC ARC and GAS WELDING, a range of filters conforming to B.S. 679 can be supplied.

The 1000 PVC

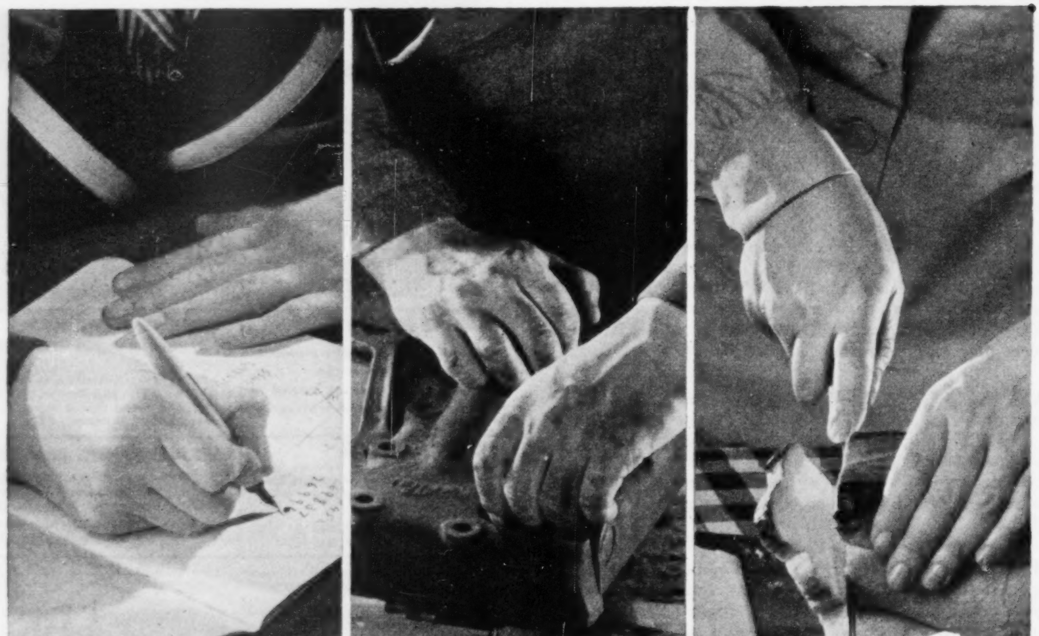


Very light—only 2½ ozs and gives panoramic vision. The pliable frame gives absolute comfort and is perfectly ventilated. Can be worn over ordinary spectacles. No metal parts and resistant to chemicals. Non-flammable, transparent, pliable frame with replaceable clear eyepiece.
Send for leaflets showing the full range of all types of Protective Clothing, Gloves and Footwear.

NORTHIDE LTD
Dept. P.M. George Street, Hyde, Cheshire (HYDE 3581)
Also London · Birmingham · Glasgow

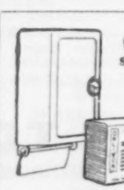
LEARNING
EARNING
SERVING

HANDS NEED INDIVIDUAL PROTECTION



Hands filling exercise books; hands moving goods off the assembly lines; hands serving canteen meals in offices, factories and schools — useful, busy hands. But hands can be infection carriers too.

The only way to make sure of absolute hygiene is to install ONLIWON, the *paper* towel system which gives each pair of hands individual protection. One person — one towel. That's how ONLIWON safeguards staff. ONLIWON towels consist of superfine tissue, strong, yet absorbent — pleasant to handle. They cut down costs too — for the ONLIWON system gives you 150 towels at a time. There are no laundry bills, no maintenance costs. Each ONLIWON cabinet is made of steel, has no moving parts to go wrong. Literature and samples sent free on request.



For *complete* hygiene, install the ONLIWON toilet tissue system too (760 approx. sheets of pure tissue held in a locking, pilfer-proof cabinet with refill indicator).

ONLIWON

PAPER TOWEL CABINET SYSTEM

the only sure way to washroom hygiene

Bronco Ltd., Hackney Wick, London, E.9. Telephone Amherst 6777 (5 lines)

News and Comment CONTINUED

for school-leavers and with talks for those in their last year at school. Yet, teachers appear determined to shield children from the truths of industrial life. There is little in school curricula that recognizes that work as a full-time activity exists.

Is it reasonable to expect industry to have to 'correct' the community picture painted for young people at school? Employers, either as individuals or collectively, devote a lot of time and money to promoting educational achievement: are they to spend even more, helping new employees to 'adapt themselves to the unfamiliar world of work'?

A LAUNDERETTE is being considered for installation in a new factory of a Crewe clothing manufacturer. It would be used for women employees to do their weekly wash during break periods. A timely reminder of how practice is necessarily ahead of the law: the new regulations for hot and cold water washing facilities in all factories came into force this month.

THE AVERAGE MAN is a new *bête noire* for the TUC. These two extracts from their *Industrial News* recall the old saw about liars, damned liars and statisticians.

STRIKES: "Under two days were lost per man last year in ship-building (this is well under one per cent), and in motor vehicles, under one day lost per man".

EARNINGS: "Industrial negotiators . . . make good use of the figures of average earnings . . . but they know that averages do not show how big a gulf there sometimes is between the best paid and the lowest paid workers in an industry".

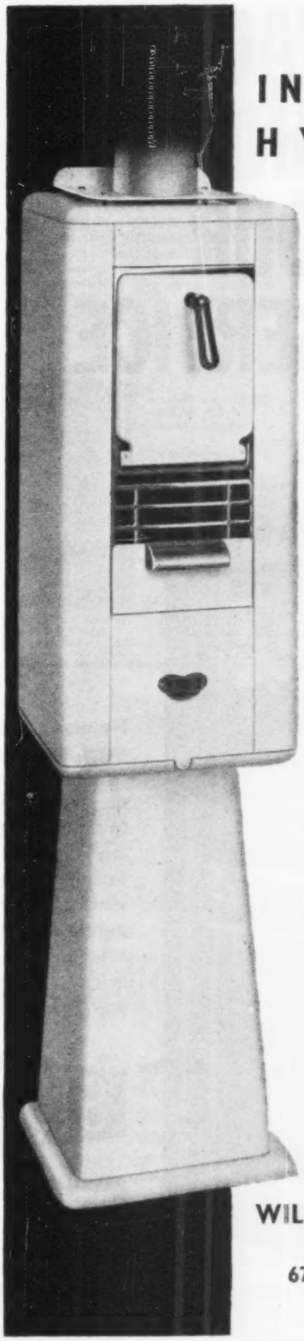
MR. BEVINS, the Postmaster-General, can save your face if you are an employment officer short of secretarial staff. Complaints in the Press, from unsuccessful job applicants who hear nothing from a firm after an encouraging interview, suggest that there is either a shortage of typists, manners or honest interviewers.

Why not devise a list of shrewd questions you could put to certain applicants at a telephone interview—an application form that provides its own 'yes' or 'no' by the time it is completed? The least you would gain by such a system is a short-list; and you can always let them know the result in the usual way.

OFFICE WORKERS in the provinces are used to following the lead of London in such matters as work-free Saturdays. But there remain backwaters of indifference—Norwich has been given as an example—where *afternoon* work on Saturday is still common. In contrast, small firms in Coventry are competing for clerks and shorthand-typists in the labour market with the offer of a 4½-day week.

Solicitors, accountants, architects and similar employers may be preoccupied with professional cares and not *au fait* with the fashion in the treatment of clerical staff. If they do not clock-watch themselves, we might find a

FOCAL POINT ON INDUSTRIAL HYGIENE



Staff washrooms present the problems of health safeguards at its source.

The quick disposal of waste is essential—infection can cause absenteeism. Also, the special needs of woman employees must be met — sound reasons why the installation of . . .

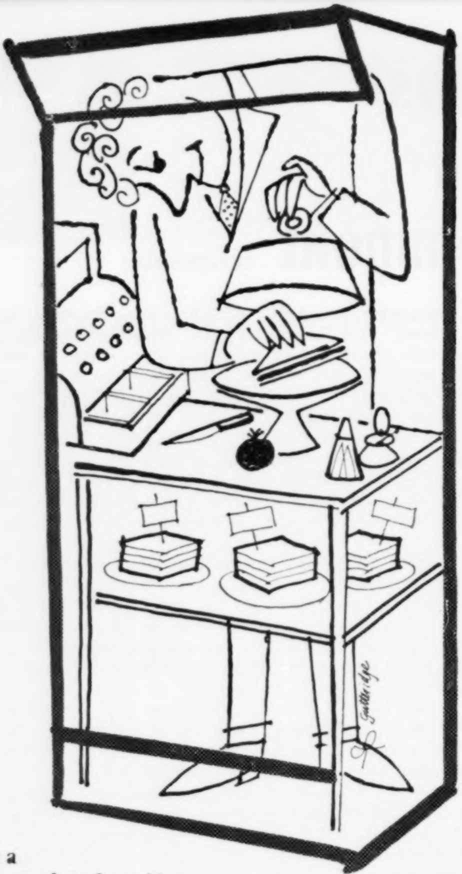
SUGG
Gas-fired
INCINERATORS

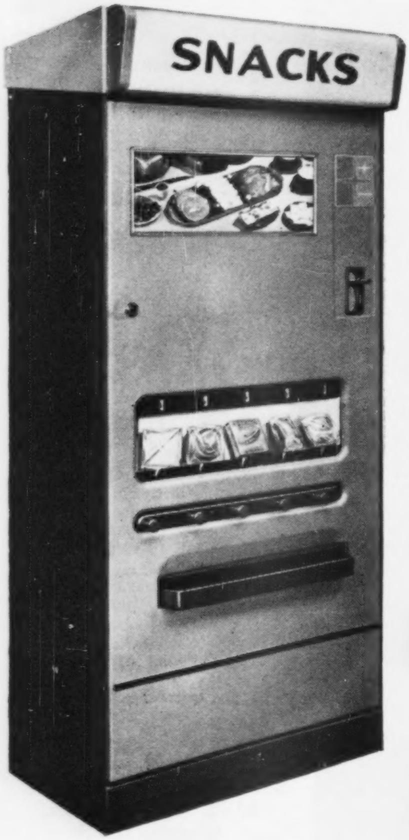
provides necessary, practical equipment for factories and offices. Our sales and technical representatives will be pleased to advise and co-operate.

These soundly-constructed Sugg Incinerators bring your personnel amenities into line with modern industrial standards.

WILLIAM SUGG & CO. LIMITED
67-73 Regency Street,
London, S.W.1
Tel: VICtoria 3211

LESS SPACE–
NO WAGES–
AND A
24-HOUR
SERVICE





No man could run a snack bar on a site one foot five wide by two feet seven long—but a Stonermatic can. What's more it stays on the job 24 hours a day, seven days a week and 52 weeks a year; selling five different kinds of snack. It means you can tuck a snack-bar in almost anywhere; in a corridor for instance or even on the factory floor.

For offices and works where the demand would be high, the Stonermatic snacks vendor—like any of the other Vendo machines*—can be supplied, installed and run entirely free of charge.

*Other Vendo machines sell milk, ice-cream, hot foods, sweets, bottled drinks.

For details of this scheme write to the manufacturers—Sankey Vendo Ltd.

STONERMATIC

MANUFACTURED UNDER LICENCE BY **Sankey** OF WELLINGTON

JOSEPH SANKEY & SONS LTD, VENDO DIVISION
Head Office & Service: Hadley Castle Works,
Wellington, Shropshire,
Tel: Wellington 432[illegible], Grams: Wellington Shropshire,
Sales Office, 168 Regent St, London, W1, Tel: Regent 3261

A MEMBER OF THE GKN GROUP OF COMPANIES

AUTOMATIC VENDING MACHINE ASSOCIATION

News and Comment CONTINUED

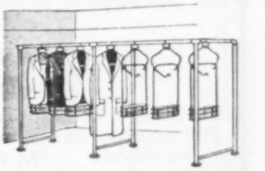
small excuse for them in being slow to reduce their working week. But it is hard to believe that they are not money-conscious, so that there is no reason why they, or any other employer of office staff, should not operate fair wage scales now that the Clerical Salaries Analysis (Institute of Office Management, 50s.) can be obtained.

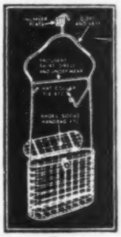
DO YOU FRIGHTEN YOURSELF when you face a mirror? Then you are the last person to profit from a course of group dynamics training. By the look of certain delegates at the recent BIM conference on the subject, 'mirrors' are not universally accepted as aids to training.

To discover how widely this fashionable development technique has circulated with success in this country, this Journal has canvassed the opinions of experts and qualified critics of this American practice. The results of our enquiry will be published in the September issue of *Personnel Management and Methods*.

...and here I recommend the SIEBER CLOAKROOM because it is wasteful to spend more only to get less, when for less you can get more.

- Saving of valuable floor space.
- Neat and compact storage of all wearing apparel.
- Thorough airing and drying of rain-soaked garments, reduces absenteeism, due to colds, etc.
- Maximum hygiene; as neither dust, dirt nor musty odours can cause a breeding ground for vermin or infectious diseases.
- No costly repair and maintenance charges.
- Low cost proves an investment, not an expense.
- The "SIEBER" Hanger System fully meets New Factory Act.


Installed in Factories, Ware houses, Offices, Swimming Baths.


Pilferproof Locking Basket Hanger.

Simple to install in new or existing buildings.

Pilferproof Locking Basket and other types of Hangers supplied.

Write for literature and details of our Free Planning Service.

SIEBER AIR-DRY Hanger Equipment

James Sieber Eqpt. Co. Ltd., 72 Africa Hse. Kingsway London. W.C.2. Tel: HOLborn 4531 & 5121

EAGLE STAR

presents . . .

A GUIDE TO THE NATIONAL INSURANCE ACT 1959

This Guide explains in simple terms the background to the problem which every employer faces today, and brings together in one booklet the salient points otherwise only available from detailed study of the regulations, memoranda, etc. issued from time to time by various Government Departments.

The Booklet will be of particular value to those employers who are considering instituting a new Scheme in order to be able to contract out of the Graduated State Scheme. We shall be happy to send you a copy, free of charge, on application to our nearest Branch Office (see telephone directory), or to:

EAGLE STAR INSURANCE COMPANY LIMITED
WIMBORNE HOUSE, 22 ARLINGTON STREET, LONDON SW1

"Q" or in the Queue?

From discussions with an increasing number of large Employers, M.P.A. has concluded that many resent the intervention of the State in their Pension arrangements and would like to take advantage of the option given to them in the National Insurance Act, 1959, to 'contract out' some categories of employees.

Many Employers have, however, become discouraged when they considered the expected queue to obtain from the Registrar a certificate of non-participation and so be permitted to 'contract out.'

M.P.A. has devised a system for 'contracting out' known as the 'Q' Scheme, which has official approval and which avoids many complicated procedures. The system also retains for the Employer the privacy of his existing Pension arrangements.

M.P.A. have had the privilege of installing Pension Schemes for many of Britain's most famous firms.

We shall be happy to discuss these facilities with Employers of large groups of employees.

LONDON:	Head Office	Haymarket House, 1 Oxendon St., SW1.	*Phone:* Trafalgar 7411
	City Office	23 Austin Friars, EC2.	*Phone:* London Wall 2293
	Knightsbridge	17 Sloane St., SW1.	*Phone:* Belgravia 6388
BIRMINGHAM:		44/48 Corporation St., Birmingham.	*Phone:* Midland 3856
LEEDS:		Permanent House, The Headrow, Leeds 1.	*Phone:* 28040
MANCHESTER:		2 Cooper St., Manchester 2.	*Phone:* Central 7288
GLASGOW:		12 Renfield St., Glasgow C2.	*Phone:* Central 2198

METROPOLITAN PENSIONS ASSOCIATION LIMITED

Haymarket House, 1 Oxendon Street, London, SW1.

Personnel Management

IN PRACTICE

THE quiet drama of firms withdrawing from the Graduated State Pension Scheme is being played out; and it is not unusual for these events to make the front page of the daily newspapers. Evidently, companies are making private arrangements for their employees which are superior to the proposed State scheme—and it appears that, in many cases, with this opportunity, managements are improving the quality of their relationships with staff whose pensions are their concern. Among the first of the major drapery chains taking this step is the **Hide Group** of companies, which includes Barnett-Hutton shops.

This Group has decided to adopt a plan devised by **Noble Lowndes & Partners,** which will cover the 135 units in the Group within the United Kingdom. The scheme became effective on July 1 and applies to all male employees aged between 18 and 64, and all female employees earning more than £600 p.a. and between 18 and 59—providing pensions and life insurance cover during service. The contributions payable will be twopence per week per pound of weekly earnings, with a maximum of two shillings and sixpence.

Female employees earning less than £600 p.a. who have attained the age of 30 and have completed more than 10 years' service, qualify for a lump sum benefit on retirement together with life assurance cover during service. The employee is not required to contribute to secure these benefits. Commenting on the Noble Lowndes scheme, **Mr. C. L. Walker,** chairman of Hide & Co., said "We had no doubt that it is in the best interests of our employees that pension arrangements over and above the basic Old Age Pension should be in our care".

Whether eligible or not, each employee received a letter setting out the general terms of the new arrangements and those eligible were individually notified of their position.

ARE you a Caterpillar man? If you are, you will have thought more than once about community relations, because **Bob Dyer,** employee relations manager of the **Caterpillar Tractor Company,** believes that good relations with the community are not the prerogative of management alone. In his opinion, the upholding of "Caterpillar policies and ideals" should be shared by every grade.

Speaking at an "employee meeting", Mr. Dyer said that, in broad principle, Caterpillar's policy is to set the highest standard of integrity in its dealings with the people and groups with whom it has to come in contact; customers, community and employee. "In our relationship with the community we should maintain contact with schools, churches, clubs and other community activities and we should give moral and tangible support to these activities". Fine words!

"Caterpillar men and women already take their places in local government, and the Company wishes to acknowledge them and any others who may gain the opportunity in the future. We have established contact already with schools, business and professional bodies, local government officials, etc., through our plant visits programmes, through circulation of *Part'ners* (house journal), through supplying film and speaker services. These contacts will be further developed as time goes by".

★

WHEN a firm plans a new canteen these days, great attention is generally paid to the décor and every effort is made to ensure that it is as comfortable as it is well serviced. The **Dictaphone Company Ltd.** have just opened a canteen at their No. 3 factory in **Acton,** and accommodation is provided for 104 persons at one sitting in its two dining rooms—one seating 72 and the smaller one taking 32. Tray service is maintained from two service counters and 70 persons can be served in approximately 12 minutes.

Such progress has been made in canteen organization that employees expect a swift service nowadays: this company clearly appreciates this expectation. The canteen is used in shifts, and, as is customary, morning and afternoon tea breaks are supplied from the canteen by trolley service. Light colours predominate in the decorations and the furniture is contemporary—light-oak tables in scarlet, soft-glow Formica with wood edges, and stacker-type matching chairs. Various labour-saving devices for the cooks are further evidence that this is no 'soup-kitchen'.

★

EXECUTIVES of the British Association of Industrial Editors might find amusement and instruction in an award scheme for the house journal which is the least individual, giving no news or information that would actually tie it down to any one firm, which would have the minimum pretension to one-offness. The impression given by so many company publications is that most firms are staffed entirely by amateur sportsmen who are employees in their spare time. Some industrial editors, in their modesty, attempt nothing more than the production of a 'sports and social gazette'; others produce miraculous issues, packed with 'personalities' and gossip that can only be unknown to strangers of the company; and others negotiate successfully the tight-rope of superficiality.

When it is said that the summer issue of the **Martins Bank** Magazine is remarkable in that a reader could easily plough through its 64 pages without discovering anything about banking—unless he had the courage to tackle the 'Editorial'—this is not to single out one publication for special criticism. But, if anyone is short of an argument for a close association between the personnel department and the house journal, this is the answer.

Reflecting on the promotion prospects in Martins Bank, the editor of its magazine recalls that whereas, fourteen years ago, there were not enough appointments for the men fitted to take them, nowadays one out of every two employees can expect to receive an appointment. One-half of the staff can look forward to climbing the ladder of success to enjoy the

Consider the evidence-

More than 4,000 industrial and commercial concerns in the U.K. have pension plans devised and administered by the Noble Lowndes Pension Service. That figure includes one in four of the leading British companies.

This vast experience is backed by an extensive advisory, technical and administrative service fully equipped to handle every pension problem.

The Noble Lowndes Pension Service

NOBLE LOWNDES HOUSE - LOWNDES ST. - LONDON S.W.1
Telephone: BELgravia 2011 (11 Lines)
Branches and Associated Companies throughout the United Kingdom, the Commonwealth and U.S.A.

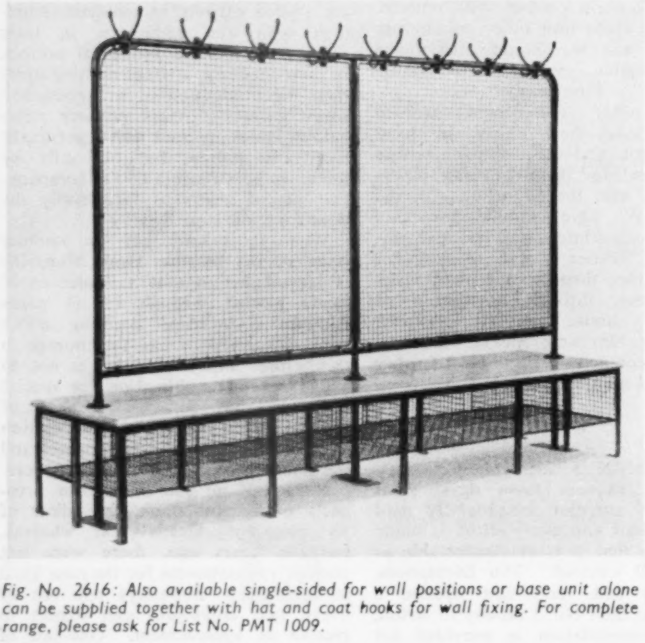


Fig. No. 2616: Also available single-sided for wall positions or base unit alone can be supplied together with hat and coat hooks for wall fixing. For complete range, please ask for List No. PMT 1009.

Hygienic . . Durable . . and easy to install

The Mild Steel tubular framework encloses a panel of $\frac{3}{4}$ in. square mesh, and the wooden seat is supported by an angle frame and tee bar legs. A compartment for boots and shoes is provided under the seat. Available as single or double sided stacks and finished Olive Green or Black enamel.
Approx. height 5 ft. 6 in.

HARVEY

CLOAKROOM FITTINGS

G. A. HARVEY & CO. (LONDON) LTD.
WOOLWICH ROAD, LONDON, S.E.7
Telephone: GREenwich 3232 (22 lines)

W.W/12

Personnel Management
IN PRACTICE

golden sunshine of an appointment; and "to be able to sign as Manager or even as Pro Manager does something to a man". You do not need to have experienced the thrills of a ten-year overdraft to understand this call to extra effort. But what about those who have been avoiding promotion ladders for the greater part of their working lives? Apparently, the socks of the middle-aged must prepare for tugs.

"If you are getting on towards the age of fifty without yet having 'made your mark' with those who confer promotion, it is time to take yourself in hand so that your life is not spoiled by a sense of failure, bitterness and wrong thinking".

But if we heed this judgment, in the spirit in which it is directed, we should not be roused to a vicarious anger. The Martins Bank employees could extract such masochistic pleasure from being so poorly prized!

"The success of an institution such as ours is achieved by a very great number of very ordinary men and women doing a very great number of ordinary tasks in a faithful and conscientious manner".

We may lack heroes of industry in this country—perhaps they are all to be found in the banks.

★

"WITH this award", said **Mr. A. D. Bonham-Carter,** a director of **Unilever,** "the Company recognizes a lively mind looking for new ways of improving efficiency. And this sort of thinking is essential to a business such as ours". Presenting a cheque for £1,000 to **Roy Andrews** of the establishment building services department, Mr. Bonham-Carter said that it was not the first time that a four-figure award for a suggestion had been made within the Unilever organization. (In April, 1953, a Port Sunlight employee received that sum for an idea concerning an improvement to a manufacturing process).

Concerned about the time, money and manpower—to say nothing of the disturbance—involved in 'moving office' in a big company, Mr. Andrews was stimulated to make a plan of prefabricated partitions, standard in design, which can be assembled quickly and efficiently. Furthermore, the partitions were designed to reduce the machine-time normally required in such constructions.

But Mr. Andrews is not easily satisfied. 'Moving office' is also a problem which involves furniture and fittings. So he spent some more time at his drawing-board designing furniture which forms part of his 'portable office', and which can be dismantled and assembled just as quickly as the partitions.

He made a model of the partitioned office to demonstrate his idea which he entered in the Company's Suggestions Scheme. The partitions were used experimentally at Unilever House; and since then, Mr. Andrews' 'portable office' has been widely incorporated in the general interior design of the United Africa Company's new office building on the South Bank.

★

IN the past five months, more than 250 carpet salesmen have attended three-day courses on carpet manufacture at **Brintons Ltd.,** Kidderminster, to give them a true picture of the manufacturing side of the business. The courses have been a huge success. Beginning on February 1 and scheduled to end in May, the enthusiastic response of retailers (solid bookings within a week of the announcement) caused the scheme to be extended.

The retail salesmen were able to follow every phase of the manufacturing process, from the raw wool sheds to the despatch department, during their brief stay. Each salesman received a 16-page booklet describing the history of Brintons and an outline of the methods employed in carpet manufacture and distribution. A fine supplement to the work of training managers and retailers—and a morale booster!

This month's cover

Accustomed to the very latest in aircraft—our cover shows a Boeing 707 at rest—maintenance men with BOAC at London Airport are also keen on the latest in catering.

What they and thousands of others think of automatic vending is revealed in a startling PM & M investigation (pages 23-25).

Professor Earl P. Strong

Assistant Dean & Professor of Management, the Pennsylvania State University, U.S.A.

—is visiting this Country to run courses on

OFFICE PRODUCTIVITY AND FILING

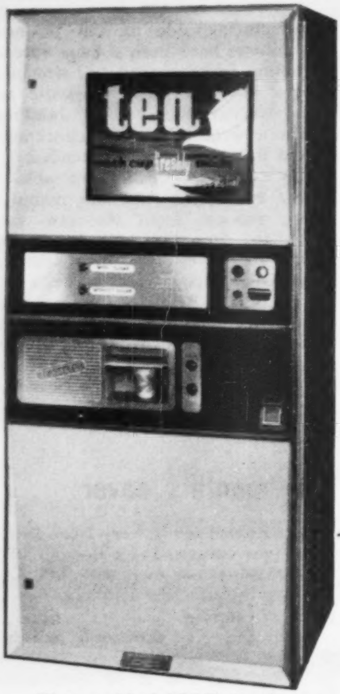
in September of this year

Full details can be obtained from

The College of Production Technology

ASHFORD, KENT Tel: Kennington (Kent) 556

Details of other residential courses for junior, middle and senior management can be had on request to the same address.



The new Mark III Teamatic.

HOW MUCH are you paying in time and money for tea-breaks?

Up and down the country investigations have shown that allowed tea-break times are nearly *always* exceeded. A few minutes here, a few more there, multiply by the number of workers involved and it adds up to hours — even days! No wonder so many firms and large organisations are installing "Teamatic", the automatic *fresh* tea machine that takes the brake out of "tea-break"!
Ask us to send you the full facts, they *may* surprise you, and are bound to be of interest.

MACHINE ECONOMY LIMITED

Head Office: Teamatic House, 154 Shepherds Bush Road, London W6

Tel: Riverside 3267/8

BY 1961

Your decision whether to contract in or out of the State Pension Scheme must be made by 1961.

If you do not fully understand how this affects YOU in YOUR industry, now is the time to consider the matter fully.

We shall be glad to send you, free of charge, our booklet 'The National Insurance Act 1959 and your Pension Fund' which gives all necessary information.

NORMAN FRIZZELL (LIFE AND PENSIONS) LTD.

3 NEW LONDON STREET, LONDON, E.C.3. ROYAL 8421

BOOKSHELF

HUMAN ENGINEERING ★ FRINGE BENEFITS ★ UNION HISTORY ★ TRAINING

Learning to Work in Groups, by Matthew B. Miles. *Columbia University, 40s. post paid.*

A COLUMBIA PROFESSOR and training consultant, the author believes that American training specialists are well past the uncritical, golden days when every educational problem could be solved rapidly by the 'group process'. He feels that the technique-centred aspects of group dynamics have been replaced by a sober interest in the functioning of small groups.

Procedures discussed in this book are being used extensively today in executive development and supervisory training programmes in the U.S. In preparation for six years, this work was set aside for three years so that any trend-forecasting could be verified as far as possible—a testimony to the quality of this study.

The CIO Challenge to the AFL, by Walter Galenson. *Oxford University Press, 80s. post paid.*

WHAT A MYSTERIOUS, unassuming title for such an exciting examination of the history of the American Labour Movement from 1935 to 1941! The years leading up to the Second World War saw the decisive shaping of American labour-management relations, altering the character of the entire labour movement. For the first time, a basic change in the power relationships in American community life allowed unions to penetrate the "strongholds of American mass-production industries"—notably, the steel producing and automobile firms. The challenge of the Congress of Industrial Organizations and the new public policies transformed the American Federation of Labour.

The dramatic events covered by this professor of economics at California University explain the division in the AFL and the formation of the Congress. Eighteen specific industry or union case-studies, each an independent essay in economic history, are concluded with a chapter appraising the trends during this climacteric period.

But this short account of the territory covered in this book reveals none of its flavour, its lively style and its admirable judgments. Unlike many academic studies—especially second-rank U.S. scholarship—this chronicle is as bright as it is informed. Indeed, one can imagine aspiring unionists and negotiators enjoying the sheer romance of a volume that includes references to the Brotherhood of Sleeping Car Porters, the Burns Detective Agency, John L. Lewis, the Capone gang, the International Brotherhood of Red Caps, the United Better Dress Association—and even such characters as Jacob 'Jake the Bum' Wellner, the well-known union leader found guilty of engaging in wholesale extortion from employers.

Physiology in Industry, by Lucien Brouha. *Pergamon Press, 41s. post paid.*

IN THIS ORIGINAL and practical monograph on human engineering, practical examples are given of solutions to problems in industrial relations which might well have resulted in strikes, without the scientific know-how given here.

The first section describes the main physiological adaptations occurring in man during muscular activity of various intensities and durations. Effects of individual fitness, age, sex and training are estimated. Physiological reactions to the working environment, especially the influences of heat and humidity are considered in the second section and, in the third part, methods for measuring physiological strain are explained. Strain evaluation, reducing stress and fatigue, problems of industrial hygiene, work measurement, selection and placement are related to each other with great skill.

Fringe Benefits and Their Federal Tax Treatment, by H. H. Macaulay. *Oxford University Press, 54s. post paid.*

ECONOMIC EFFECTS of the present tax treatment of fringe benefits in America do not concern us directly; but the chapters on the growth in form and size of benefits, prospects of future growth, and effects on the mobility of labour might help to reduce the 'tomorrow's headaches' file of many personnel managers.

Pension plans, profit-sharing, life insurance, death and retirement benefits, meals, housing, medical care are given special attention.

ORDER FORM

Business Book Centre

will obtain for you any of the books reviewed here. Send a remittance for the full, post paid price, together with the completed coupon below.

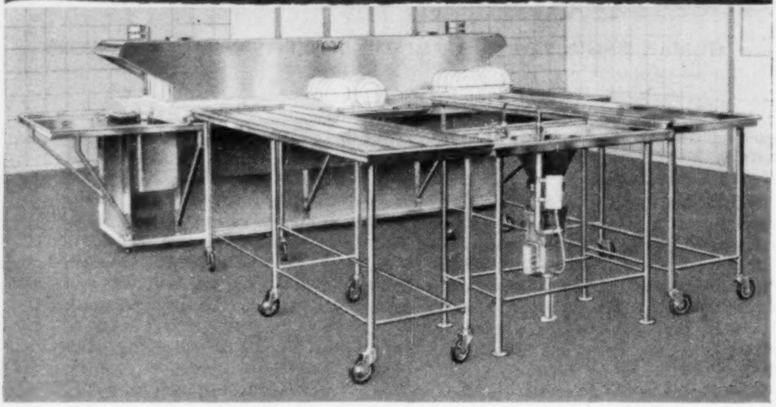
Business Book Centre, Mercury House, 109-119 Waterloo Rd., London, S.E.1

I enclose remittance £ .... for the following books:

NAME ....

ADDRESS ....

for **Greater Dishwashing Efficiency**
at **LOWER COST**



Specify a

DAWSON
ROTARY DISHWASHING MACHINE

Less dish handling, greatly reduced breakages and cleaner dishes (without the use of tea towels)—these are some of the benefits you can enjoy by installing a Dawson rotary dishwasher. In addition, your turn round of tableware will be swifter than ever before.

The machines are continuous and automatic in operation; at the loading point the dirty crockery or cutlery is placed into the racks on the slowly moving rotary conveyor and is carried through the multi-stage jetted washing and rinsing treatment to emerge sparkling and hot for self-drying at the unloading point. An important feature of the washing treatment is the pre-flush received by the tableware when it enters the machine—this flushes away all loose soilage before the racks enter the detergent wash section.

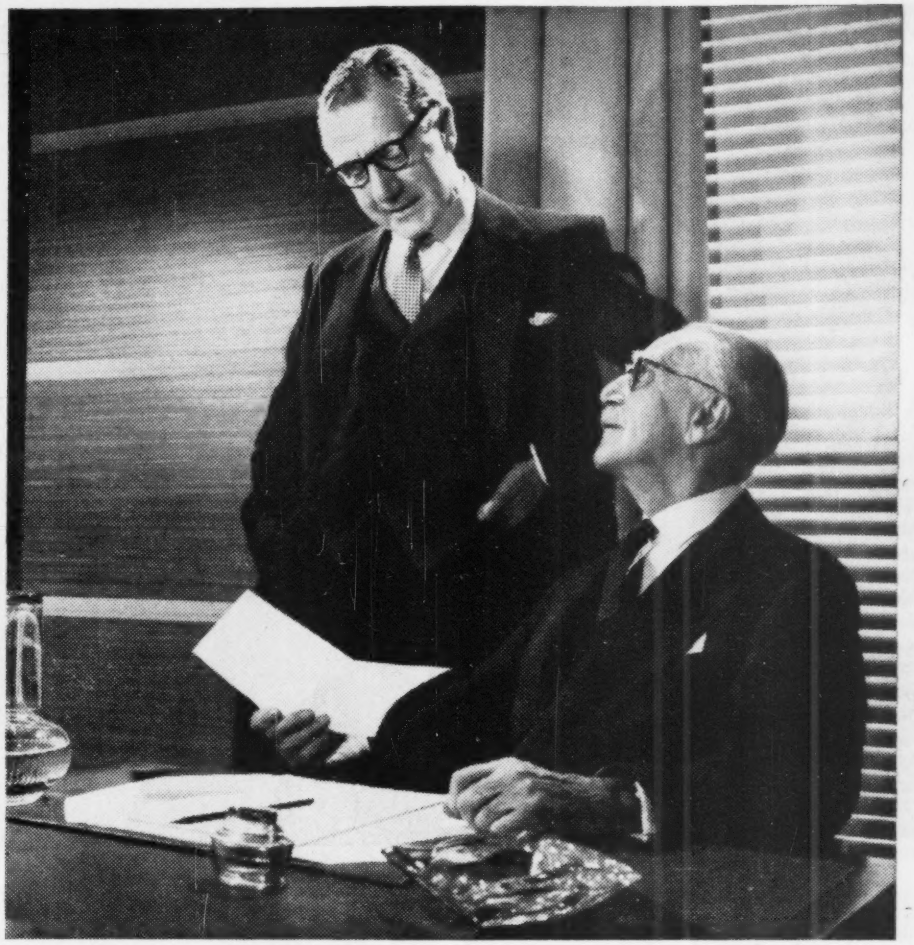
A great advantage of the rotary design is that it eliminates the lifting of heavy racks of dishes and it also allows instant visual inspection of the clean tableware before unloading.

For full details on the Dawson rotary dishwashing machines and straight-through and cabinet models, write to either of the addresses below.

DAWSON BROS., LTD.,

406 RODING LANE SOUTH, WOODFORD GREEN, ESSEX.
TEL: CRESCENT 7777 (3 lines).

HEAD OFFICE & WORKS: GOMERSAL, Near LEEDS.
TEL: CLECKHEATON 3422 (5 lines).



"It's agreed then—we have a Prudential Pension scheme covering everyone in the business—with profits, of course!"

No obligation is incurred by asking the PRUDENTIAL to submit proposals for a Pension scheme for your business, whether large or small.
Write to: The Group Pensions Manager,
The Prudential Assurance Co. Ltd., Holborn Bars, London E.C.1

A yawn like this . . .
adds to your overheads!

When a yawn like this engulfs a subordinate's face, you know you are paying good money for sleep-working. But don't blame your staff. Blame the seating. Bad seating sets up muscular strains, nerve tensions and harmful pressures on the respiratory and circulatory systems. The result: that familiar, not-quite-up-to-par feeling that slows down the works. Sensible seating is good business. TAN-SAD seating is sensible because it's scientific. Treat yourself and your staff to TAN-SAD seating and reap measurable rewards in greater output, livelier brains.

FREE — A booklet that tells you all about TAN-SAD scientific seating. Just attach this coupon to your signed letterhead and mail it to

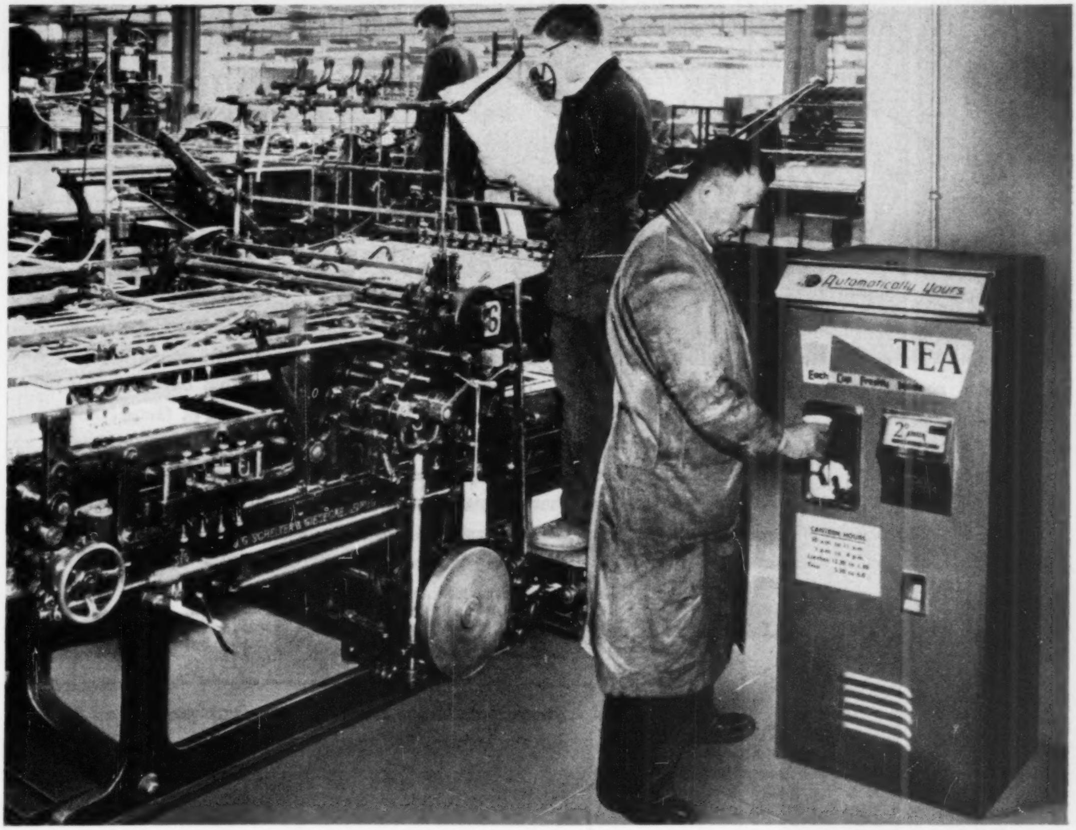
TAN-SAD CHAIR CO. (1931) LTD.
Lincoln House, 296/302 High Holborn,
London, W.C.1. *Chancery 9231/7*

MODEL V.14

TAN-SAD

Why didn't I realise . . .

I ran into an old school friend the other day when I was attending a Press Conference at the headquarters of a large industrial organisation. Naturally the conversation reached the 'do-you-remember' stage. On this level I said, " Do you remember those ghastly problems they were always giving us? You know, if two taps fill a bath at x gallons per hour and the plug is left out and empties at y gallons, how long will it take the bath to overflow? I've often wondered what sort of chap thought those up . . . did he actually sit in a bath or go around leaving plugs out? " " Strange you should mention that. As a matter of fact that's what I do for a living." Good heavens you don't mean you sit in a . . ." " Not quite, but I've similar problems to solve. For instance, take 200 men working in a factory. They have a 15-minute tea break twice a day. What with queuing up and standing round a tea-trolley, waiting to be served, it takes them 20 minutes to have their break. Now 200 men taking five minutes extra, twice a day, means 33 hours lost per day. Multiply that by five and a half days per week, 50 weeks per year at roughly 12s. per hour — and what's the answer? " " You tell me — I was never any good at sums like that." " Well — it's quite simple." he said, leading me towards the latest addition to his factory equipment — a Still's Automatic Tea Vending Machine. I should have realised earlier that Stills had the answer — as indeed they have to most catering problems.

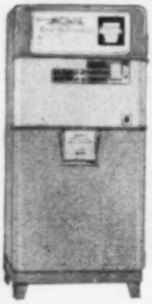


By Appointment to Her Majesty the Queen
Manufacturers of Kitchen Equipment

W. M. STILL & SONS LIMITED
29/31 Greville Street, London E.C.1 Tel : HOLborn 3744
AP285

"Higher productivity? —Five square feet is all it costs me!"

We've filled in some of those productivity troughs and even improved labour relations without spending a penny. How? Instead of knocking off for a smoke or chat in the washrooms during the day's peak fatigue periods many of the men—and women too—help themselves to a soft drink from a vending machine. The staff certainly like the idea —they can have a quick drink when they need one outside breaktime, but they're on the job all the time. These Chadburn machines are installed, serviced and the drink and dispensable cups replenished without *any* cost to us. All we do is allot a few square feet of factory floor space. No, it's not a brand new idea. Plenty of firms have them, and why not when you don't pay a sou for the machines or installation? Our production manager sold us the idea after seeing these Chadburn machines on a visit to a sub-contractor's factory.



INSTALL A CHADBURN AUTOMATIC CUP VENDOR

These Chadburn automatic vending machines are serving industry throughout the country and are reducing lost production time and improving labour relations. Installation of these vendors involve absolutely no capital or other outlay.

Please send full details on Chadburns vending machines for the factory.

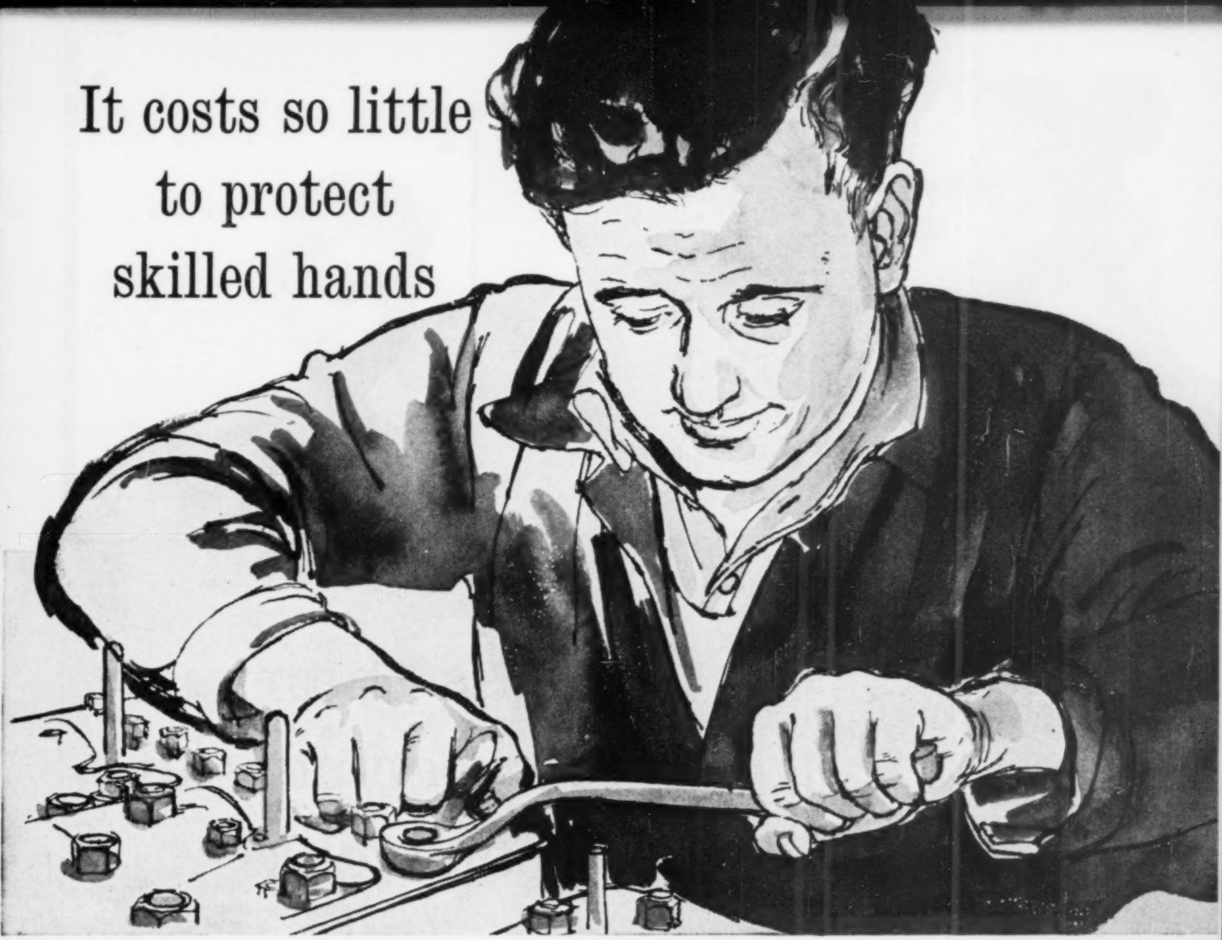
NAME ....

COMPANY ....

ADDRESS ....

P.M.2

CHADBURNS (Liverpool) LTD.
Park Lane Works · Netherton · Bootle 10 · Lancs



It costs so little to protect skilled hands

IZAL Antiseptic Barrier Creams give inexpensive protection against *all* hazards which can be countered by the use of barrier cream. They are easily applied to the skin, are non-slippery and can be easily washed off after work without the aid of special solvents.

Two types of Izal Antiseptic Barrier Cream are available—Oil Resistant for dry and oily work and Water Resistant for wet work. Besides being antiseptic, both these Izal Barrier Creams give better protection, are more durable, easier to control and more economical than other barrier substances.

Izal Antiseptic Barrier Creams have been tested and approved in the Izal laboratories and in hundreds of factories, engineering and chemical works. Their regular use provides an efficient safeguard for skilled hands at work.

IZAL *Antiseptic Barrier Creams*

An **IZAL** Product NEWTON CHAMBERS & CO., LTD. THORNCLIFFE, SHEFFIELD

less than
½d per person
per week

ZALPON

washing cream
for personal hygiene

That's all it costs to ensure personal hygiene with Zalpon Washing Cream. Today hospitals, factories and offices rely on Zalpon as a safeguard to health. And Zalpon is so economical, because while it ensures a constant supply of soap, it cannot be pilferred from its locking dispenser.

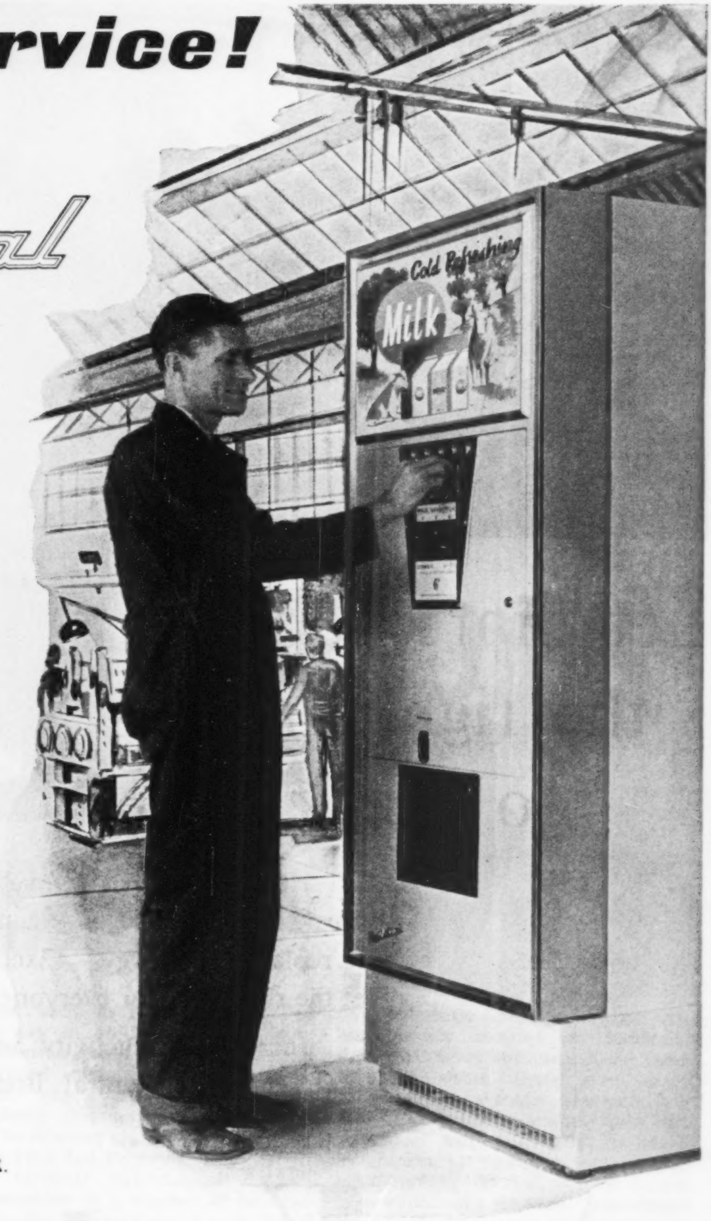
Zalpon Washing Cream washes cleaner than ordinary soap, yet it is kind to the hands.

AN IZAL PRODUCT NEWTON CHAMBERS & COMPANY LIMITED, THORNCLIFFE, SHEFFIELD

this is service!

...this is the

National



SERVICE to employees and staff... the kind that they appreciate! The National offers a choice of three refrigerated drinks — served instantly, automatically.

SERVICE to management... an investment with the inbuilt reliability that is to be expected from a machine built by National Automatic — for thirty years the leading name in coin operated self-service units.

SERVICE after the sale... an important feature to look for in *any* type of machine. Service that is second to none and *nation-wide* is always at your call with the National.

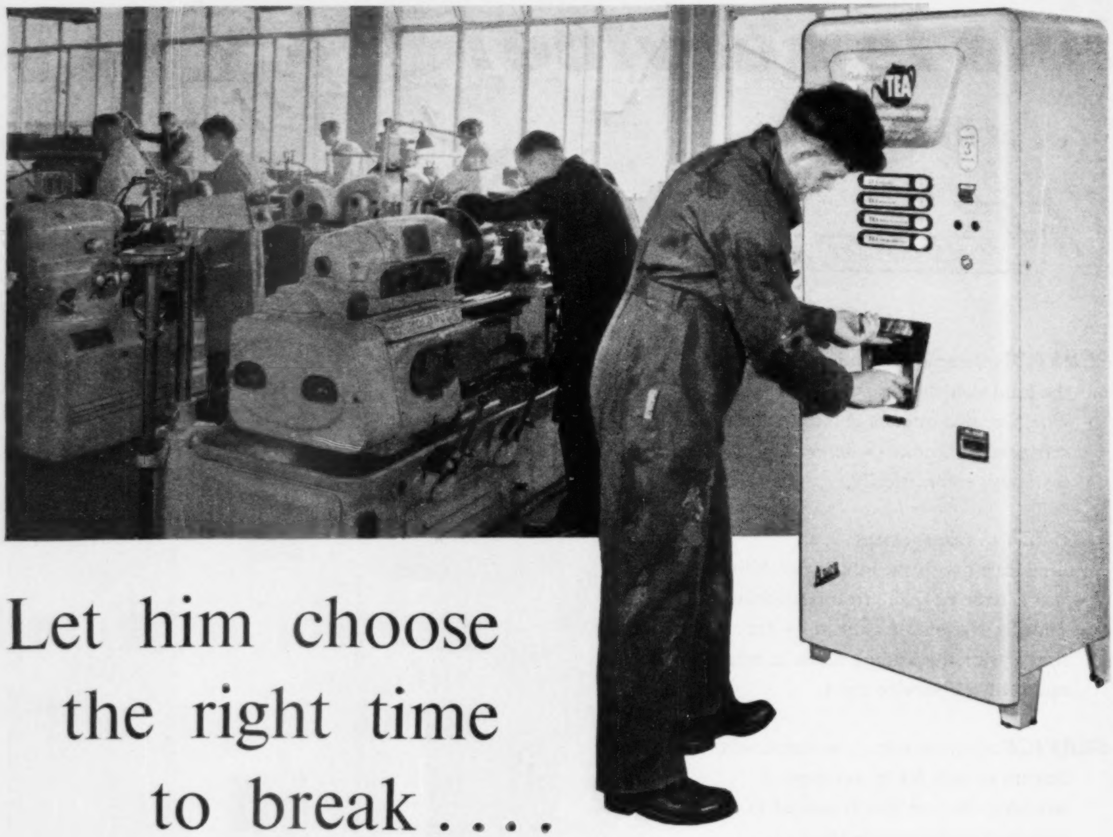
Capacity of 210 ⅓-pint cartons — Choice of 3 refrigerated drinks — Easy to load, only 3 moving parts per rack — Rugged and weather-resistant.

MACHINE GUARANTEED
BY NATIONAL AUTOMATIC —
REFRIGERATION UNIT
GUARANTEED BY KELVINATOR.

Write for illustrated literature to:—

NATIONAL AUTOMATIC MACHINES LTD
AIRPORT WORKS, ROCHESTER, KENT. TELEPHONE: CHATHAM 44400
A member of the Elliott-Automation Group

NAM 2



Let him choose the right time to break ....

He knows the right time is when there is a 'natural break' in his work; or when he feels he really needs to replace lost energy. Fixed 'tea breaks' rarely come at the right time for everyone on the production line.

Increase productivity and improve morale with the Vendepac 'Natural Break' beverage and snack service.

VENDEPAC

Vendepac

COMPLETE AUTOMATIC FOOD SERVICE

VENDEPAC LTD · AJAX AVENUE · SLOUGH · BUCKS · SLOUGH 25421

A PM&M ATTITUDE SURVEY

We are all sold on VENDING

office and factory workers told John Samson

It would be a very short-sighted management which refused to install automatic vending machines. No manufacturer could ask for or concoct a harder-selling testimonial for vending than this from a senior manager at London's plush Strand Palace Hotel. Yet, current developments in the not-so-lavish Midlands, where workers have openly resisted the installation of automatic beverage venders, may lead to a more cautious approach on the part of other managements who might otherwise have entered the ranks of automat-operators with greater élan.

The question management must now be asking is: Will our staff and labour forces appreciate this development as a real attempt by us to do something for their benefit? Or will they kick against such an improvement? The only way in which answers to these questions can be provided is by asking individual employees what they think about this catering revolution. Employee attitudes play such a vital part in effecting changes of this or any other kind that *Personnel Management and Methods* has carried out an investigation in a number of factories employing an aggregate of over 10,000 employees. The survey is designed specially to provide industry and commerce with some of the answers they need before making the final decision on whether or not to proceed with the change-over or gradual transition from conventional to automatic catering methods.

Because the introduction of 100 per cent automatic catering has not yet been widely adopted on industrial sites, this survey concentrated on those locations where there were large numbers of beverage, cigarette, hot and cold snack machines, plus the occasional soft drink and ice-cream installation. It was agreeable—though not surprising—to find that the largest proportion of workers interviewed (these ranged from shorthand-typists to heavy-plant operators; from the 18-year-old apprentice to the 53-year-old shop-steward), had basically only one objection to the automatic services with which they were provided. "I don't like the tea from the machine, because it doesn't taste the same as from a tea-pot". This was the considered opinion of a young secretarial worker in the East End of London. Of course, there is an answer in the fact that a machine which has to be set to provide a happy medium to suit the majority of tastes cannot dispense for individual palates, despite its ability to provide tea with or without milk and sugar. For example, not 100 yards away from this girl, there was the engineer who said: " It's pretty good tea; in fact, I was amazed at the excellent taste. Better than the variety of washes we got from the trolley ".

But the real answer undoubtedly came from an older woman in the office who reminded the girl: " But you've never had tea from a pot in the office; it used to come round in the urn ". And this was a recurring observation throughout the investigation: most tea from a machine cannot be compared with ' What Mum makes ', but it is regarded by the majority of workers as a distinct improvement on ' stews ' that are squeezed out of an urn or some other bulk container.

So convenient

Even those people who regretted the quality of the beverage they obtained from machines immediately switched their allegiance when the matter of convenience was raised by their colleagues. The office girl who condemned the tea would nevertheless have objected violently if the management had proposed removing the machines. " Because I reckon the machine tea is a more convenient form of having it. I used to get fed up with waiting for the trolley to come round ".

Does it really add up to anything significant for workpeople to be able to get their refreshment at whatever time suits them best, rather than having to wait for a trolley service to arrive? In all the factories and offices visited for this first-hand enquiry, there was distinct insistence by the employees that they should be allowed to use the machines whenever they liked. A shop-steward at Hardy Spicer's motor-parts factory in Birmingham reflected this general desire: " We are all in favour of this improvement, but we only agreed to it after assurances that the men would be free to go to the machines at any time—not just at set hours during the shift ".

A 19-year-old maintenance worker at BOAC's London Airport hangars also spoke in favour of the free access. " I don't like the tea, but the snag is that, if we had the trolley back again, we wouldn't be able to get anything to drink or eat—the rolls are a smashing idea—until the trolley arrived. I used to miss it thousands of times before—maybe just because I didn't notice it had arrived ".

It has for a long time been the contention of vending manufacturers and operators that the unrestricted availability of refreshments leads to an increased production rate. Many companies using vending machines have not yet tried to measure any such results; but on-the-job observers can make substantial claims. A Progress Assistant with BOAC made the point: " There has definitely been a reduction in the time wasted both through queueing and through men packing up the job to wait for the trolley. Now, they get back to it fairly rapidly and will usually work on until one particular piece of work is finished. This means that we get more work done in a day, even if there are numerically more breaks ". He is backed up by a supervisor at the Leyton factory of Caribonum Ltd., makers of carbon papers and typewriter ribbons: he has deliberately watched his group since the introduction of tea and confectionery machines (by Still and Joseph Sankey) to the department: " They now finish a particular item before they think about having a cuppa, because with these machines they know the snacks are there ready for them as soon as the job is over ".

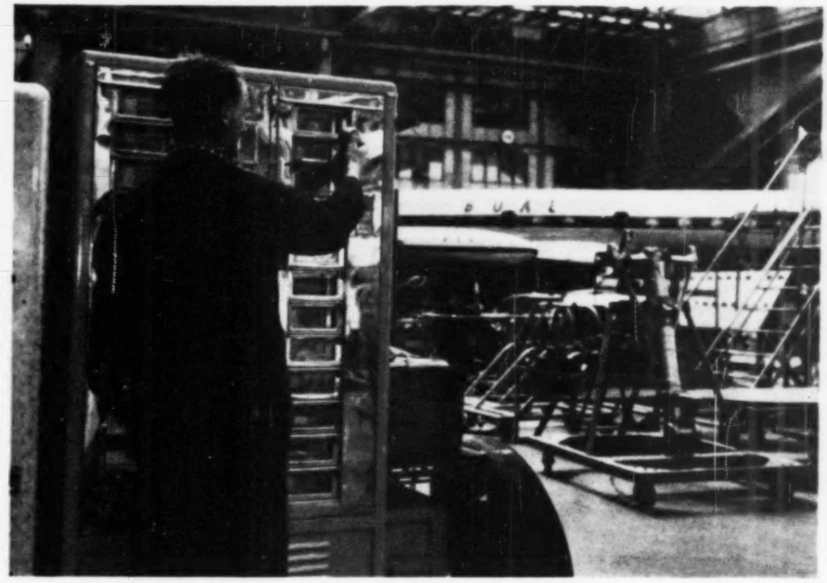
Long-familiar with this seven-unit shop,
Hardy Spicer workers eagerly await its extension

Peter Merchant
AUTOMATIC SHOP

In pocket

These developments may be all very well for supervision who see that they gain by increased control of their staff and by a greater concentration on the job, but is it not rather a dubious ' advantage ' from the workman's point of view? Apparently not. By and large, employees were not aware that they were working any harder or any longer. Where I encountered a real consciousness of this stepping up of production and reduction of time-wasting was in those factories which operated a direct incentive scheme such as piece-work systems. In these locations, the men expressed nothing but approval for the machines: " We can have our cake and eat it ", as one man put it. But what about the machinist who said: " I would take a cut in my basic wage if there was a piece-work system and vending machines. I could make a packet ".

He could also spend it! Apart from the Caribonum factory where tea is provided free of charge, every other site used coin-taking machines. As a guide, it is useful to quote average figures for various machines. At Hardy Spicer, the weekly turnover is something in the region of £800 which is made from roughly £500 on snacks and confectionery and £300 on cigarettes. In its first two weeks of operation, one tea machine at Caribonum dispensed over 1,800 cups of tea which, had they been charged, could have taken well over £15. BOAC's experience has been similar: two of their machines together have been known to take up to £10 a day, or £210 a week if you average this over the half-dozen or so individual sites in existence at London Airport. This is for tea alone: taking in other installations such as the 6d. snack venders and biscuit or confectionery machines, it is possible to estimate a gigantic turnover. It is difficult to establish an accurate profit margin for



No trek to the canteen. Maintenance men at London Airport have clean food (Vendepac) on the job

automatic machines without access to the full accounts, but if you take into consideration that every factory visited professed a saving in labour costs as well as in maintenance, it can be seen that it is profitable as well as desirable to install the automatic machines.

It has been said that the introduction of automats has a greater appeal for the younger generation, and that the older person will be more reserved in his judgment of this mechanical change. There is nothing in this investigation to suggest that such a distinction exists. In fact, it was noticeable that, when employees were asked for their constructive criticism of individual installations, it was in most cases the more experienced workman who wanted more and better services. Like the 53-year-old BOAC machinist who said: " I feel that where the working group is all male, we ought to have more savouries and fewer sweets."

It was also a works deputation that first asked BOAC's management to provide coffee machines about five years ago. The proposal was turned down; but now there are well over 100 machines throughout the organization. At Hardy Spicer, too, the shop-stewards are to make representations for the installation of more ice-cream machines: " We have looked into the matter for ourselves, and we are of the opinion that this will be a worthwhile investment. These machines are obviously the most efficient way of selling such things to the workers; and that is the way we want it ".

Ready and waiting

Workers' habits, as well as their attitudes, must also have a bearing on the introduction of a service like that offered in the form of automatic, 24-hour vending. For example, an amazing fact came out of this investigation quite incidentally, but nonetheless pertinent to the enquiry. The fact is that a large proportion of working people continue to come into work without breakfast. And it is this body of the population which has expressed a firm appreciation of automatic catering services: " I come in on the bike of a morning, and snatch a cup of tea and a wad just before I start work. Means you can stay in bed longer ". Another said: " When we had the trolley girl, I don't reckon I ever got really cracking before 10 o'clock ".

What of the future? " I would like to see our management get a lot more of these machines, especially the sort which can sell things like washing powder, nylons, packets of tea and sugar—those things I normally have to go out and get in my lunch break ", said a part-time female operator. " We like the tea machines, but it would be better in these summer days if we could have milk or squash machines as well ", was the opinion of a technician in Birmingham. In answer to the question: ' Would you care to take a main meal from a machine? ', in over 75 per cent of the cases the reply was identical with the view of a staunch trade unionist: " When they have perfected the machines to do that, I will readily take advantage of it. All these things have got to come, and since it will enable management to give us a better service, I see no reason why anybody can object. It's management's duty to give us the best available ".

Even as the findings of this survey were being analysed, news was received that yet another large-scale vending installation was launched in Coventry by the Rootes Group. It is understood that sales of items such as tea and milk have rocketed to unprecedented heights—almost to the stage (in the case of milk) where demand is difficult to meet. When we recall that any management offering such a facility is providing more than a novel refreshment and shopping service, we can imagine the probable gains, the bonus to management, of increased production and goodwill which can come from these same machines.

Personnel Managers at Work

THIS MONTH: Rotary Hoes Ltd. Horndon

Expansion calls for an anchor-man

by Mark Essendon

So the managing director appointed one, found him a chair, and made certain he would not live in it

MR. SITCH would laugh. Not loudly, because he is not a loud man, but he would certainly be amused if anyone suggested to him that sociability is a desirable virtue in a personnel manager. You see, if Mr. Sitch did not get on extremely well with everyone in his firm, he would not last an hour.

Rotary Hoes is a no-nonsense firm, celebrating its coming of age this year. It was built and developed by Mr. A. C. Howard, its determined managing director, who has been working on the idea of rotary soil-cultivation since 1912, when he was an apprentice engineer in his native Australia. He came to England in 1938, and together with Mr. E. N. Griffith, the chairman and joint managing director, he set up the company in July, 1938, and the Horndon factory was in production by March of the following year. Not even a world war could check the progress of this inventive man or delay the revolution he had imagined in agricultural methods. His business is a very individual creation and his unfailing energy is a controlling force in his Essex factory.

How does a personnel manager fit into a business which employed 362 people in 1945 and has more than four times that number today? Where the man at the top has genius, wears a green overall and is more likely to help than reprimand you if you are sweating over a tough job, the personnel function is complicated by executive enthusiasm and, at the same time, simplified by top support.

What would have been asked of you

if you had taken over this remarkable personnel job in 1945 in place of Mr. Sitch? How would you have done behind an office door which is used by the MD as much as by your assistants? Let us measure the job by the man who has had to found his department in the same spirit and at the pace dictated by Mr. Howard's laudable ability.

From scratch

At Crompton's in Chelmsford, Mr. Sitch had gathered wide experience of rate fixing, planning, general administration; and this, supplemented by wages control work with an electrical supply undertaking, was his equipment when he went to Rotary Hoes. The evenings of several winters were spent at Morley College and he was in the thick of personnel work in a fast-growing firm. With no tradition or practices to accept or modify, apart from the dominant influence of Mr. Howard, Mr. Sitch had to make his own way. Fifteen years later he has two assistants, a statistical clerk, eight wages clerks, and his personal secretary.

The fame of Rotary Hoes is such that apprenticeships with them are sought by youths from places as far distant as Thirsk in Yorkshire and Ilfracombe in the West Country: the flow of applicants is constant and the intake (fifteen a year), is now being calculated for 1962. Twenty-four will be meeting Mr. Sitch at a block interview this month. All who start are indentured as fitter/turner, seven out of ten coming from a secondary modern school and the rest, who are expected to go past the craft stage, are technical and grammar school-leavers. The company history is unfolded and questions are invited at the block interview which is followed by the customary individual interrogation.

"Apprentice schools can be a fool's paradise," says Mr. Sitch. "It is necessary for them to feel and endure the rhythm and tempo of production". But there is little fear of poor quality recruits who might fail to finish if these teenagers are prepared to travel the length of the country for a start with Rotary Hoes. A secondary advantage of this popularity is that, training completed, some of these young men go back to work in their home district to spread the fashion of rotary cultivation.

What sort of firm is it to work for? To begin with, Mr. Sitch believes that payment by results is becoming an archaic system. With a labour turnover of 27½ per cent that was cut to 5 per cent during the first year of their consolidated bonus, he has ample reason for supporting the idea of the constant wage-packet and the security that goes with it. He would like to see hourly rates abolished for weekly-paid employees, but Rotary Hoes can hardly be leaders of this movement.

He is also rather proud of the firm's willingness to tell employees how its money circulates and where it has to accumulate. Their company secretary is also a director and anyone can see him who wishes to invest in the firm. Every year he holds a meeting and goes through the books with departmental heads, foremen, charge hands and shop stewards. Mr. Sitch wants to see every man with a block of 50 or so shares: he certainly spreads the gospel of employee shareholding as best he can. He was delighted when a swarf cleaner asked for 1,200 shares (at 7s. 6d.) when they were available for a six-month period in blocks of one hundred. Incidentally, the firm also has an investment club, founded by a shop-steward, in which the 20 members contribute 10s. a week.

Mr. Sitch is not bothered with many canteen matters. What goes through the minds of canteen users is passed on to the canteen manager if it is significant. Relations between management and the unions are more healthy, as far as the personnel manager can see, than relations between rival unions such as the AEU and the TGWU.

Many hats

If you work for Rotary Hoes and want a house, the Howard Housing Society, started in 1951 by secretary Mr. P. E. Sitch, will consider your job, length of service, journey to work, present accommodation and possibly decide in its fair, non-profit making manner to rent you one of their 36 newly built houses, for just under 37s. a week.

If you are one of the shop stewards, you will see Mr. Sitch monthly and you would probably feel that there is nothing that joint consultation could offer that is not achieved by the works committee—a relic of the Essential Works Order days. Your stewardship would also prompt you to take part in a system of dealing with compensation cases that very nearly achieves its purpose before the first solicitor's letter has been posted. Liability is often agreed in the personnel manager's office with Mr. Sitch and the insurance company's inspector before any bad feeling is generated in the shadow of litigation. The friendly process is likely to begin by you, as shop steward, asking Mr. Sitch "What are WE going to do about . . .?"

Then you would know about the benevolent fund, make your weekly contribution, appreciate the company contribution of about £1,000 a year, realize that although Mr. Sitch looks after the money, Sister Hill in the first-aid department keeps records of membership and pays out the cash as the certificates reach her. The personnel manager is the management representative in this welfare plan, keeping a watching brief as he does over the medical care.

Down to earth

You could belong to a sports and social club, typical of scores in this country, where athletics is a thing of the past, but this one remains healthy and active for other group activities. It might surprise you (if you were insensitive to the firm's common-sense atmosphere), that the chairman of the committee is the groundsman and the treasurer, the financial anchor-man once more, is Mr. Sitch.

Typical of the managing director's friendly, reasonable approach to work and workpeople is that Rotary Hoes might not ask you to retire at the customary age-limit. Everything the Rotary Hoes management contributes to employee welfare is similarly practical and made-to-measure. And the aims of the Rotary movement ("Complementary to personnel management") on Mr. Sitch's wall are not unfamiliar, in an indirect way, to those on his payroll.

In many rooms and to a diversity of grades, when the personnel manager speaks (at this Horndon factory), he is speaking for Mr. Howard. They do not have a communications system at Rotary Hoes any more than you have in a large family. So their troubles are invariably temporary, normal and not really worrying. If there is a firm with better integration of interests, more successful and informal management and a healthier outlook, it would be surprising, and they would certainly need rare luck—or a Mr. Sitch.

Co-partnership is not a wonder pill

by Richard Bates

TOP management is either scared of or exceedingly dissatisfied with certain trends and moods in the industrial world. There can be no other explanation for the reactions of a number of executive directors at this year's Summer Conference of the Industrial Co-Partnership Association.

Why, in the calm of a conference hall of Girton College, Cambridge, and with an audience of some 100 industrialists (and without National Press coverage), should the opening session of this annual event be memorable in 1960 for impassioned invective by Sir William Cash against the shop-steward movement? Why should Mr. K. Brown, a director of Tate & Lyle Ltd., make a great effort so that delegates heard his tirade against junior management for having "an unhealthy affection for operators"; for "regarding stock- and share-holders as a nuisance"; and for looking upon "the factory as being run for the enjoyment of those people who work in it"?

Why? Surely, for the simple reason that these two men—and the host of fellow directors who applauded them—are either afraid of something or they have a grievance. Which? It seems highly likely that there is a mixture of the two: a measure of fear for the future, in support of a more general malaise occasioned by the lack of support these top men are receiving from the lower levels.

It was obviously one of the major tasks of this gathering to communicate something of this feeling to those attending the conference and thence to industry at large. That such a step is necessary was amply substantiated by the informal conversations between sessions. For instance, there was the personnel officer who glibly generalized to his trade-union companion: "Of course, this is useless: what these boys have in common is that they don't know what goes on at our level". A remark that is hardly likely to breed mutual confidence and faith in the policies of top management, and is in itself sufficient cause for producing aggrieved direction.

Yet, it is even more so if, as the personnel officer was tending to suggest, co-partnership (and by this we mean profit-sharing or employee shareholding) is regarded purely as another exercise in industrial relations. This is an illusion that speakers throughout the week-end tried by every method to destroy: and for the most part, they can claim success. Co-partnership, in whatever form it is applied, can succeed only where traditional methods of allaying employee fears, suspicions and insecurities have already been firmly established—and made to work. In other words, co-partnership is not a part of industrial relations: it is the next step forward.

It must be based on the conception—idealistic as it may seem to radical opinion—that the 'struggle' between employer and employee, between capital and labour, is a false one, bearing no relation to the real positions in industry. Co-partnership cannot flourish—more, it cannot exist—except in those companies where industrial relations have already been capably handled.

From the evidence of conference speakers (they spoke from experience in giants such as Rolls-Royce, Imperial Chemicals, Courtaulds, the Beecham Group), it became obvious that, where difficulties do arise in a co-partnership scheme, they are derived from fundamental weaknesses—not in the scheme itself but in the industrial relations foundation upon which it is based. And they also stem from the refusal or inability of certain individuals or groups to see the industrial scene as it is.

Primarily, there are the trade unionists who find it difficult to forget their own historical development: these dogmatists are suffering from proletaromania, to coin a phrase. Close behind them come (and this is more difficult to stomach than to believe) middle and junior management who have still to be weaned away from their stronghold of anti-investment.

A few examples taken from the experiences of these giants, as they were put to delegates, will serve to indicate the importance of not expecting to solve labour problems by way of giving employees a stake in the business. They distinguish between industrial relations techniques as the medicine to cure a malady, and co-partnership as a convalescent treatment.

Mr. J. Grange-Moore, works and personnel director of ICI's Wilton factory, explained how they had introduced profit-sharing in 1954; and how they hoped that it would have an improving effect on relations with trade unions. It had none: indeed, only last April, they had their first strike. Mr. Grange-Moore commented: "Although our employees have welcomed the scheme, it is no substitute for security of employment or the need to be treated as an individual human being." And, later, he itemized two other pre-requisites that must be satisfied before a profit-sharing scheme can be effected: proper remuneration and, even more, the immediate reward.

'A CORNER-STONE of our employee relations programme' is Mr. Grange-Moore's view of profit-sharing

The division between profit-sharing payments and the basic remuneration is maintained by the policy of the Beecham Group. They have a two-year lead over ICI at Wilton, but nonetheless the Group Chairman, Mr. H. G. Lazell, reiterated similar conditions: " It is Group policy to pay salaries and wages on top scales, and to regard the profit-sharing payment as a quite separate element . . ." Also confirming the other experts' view of complete detachment of co-partnership from run-of-the-mill incentives, Mr. Lazell made a second, frank confession: " We never expected that profit-sharing by itself would have any direct effect on efficiency. We seek to achieve maximum efficiency by setting up direct incentive schemes whenever these are practicable."

At Tate & Lyle's, too, where they have a prosperity-sharing scheme administered through a separate Share-Shop Company, parallel fringe-benefit schemes; are also flourishing: a sick-pay scheme, friendly society, an autonomous Samaritan Society run by operatives, de-rating allowances for men obliged through age to abandon skilled work, etc.

Since any form of co-partnership is beyond industrial relations and normal incentive schemes, it is not surprising that this conference should have given voice to a number of forward-looking concepts. Many of them are based on the view of changes now taking place in modern industry. Of those which have a direct bearing on the subject of co-partnership, it is worth recording remarks made by Mr. H. L. Bingham, director and financial controller of the Viscose Division of Courtaulds Ltd. " Private enterprise is changing. The purely manual worker is on the way out so that, in the long term, he will be replaced by the individual who is on the borderline between a craftsman and a technician. In this context, one must look at the steps that one is going to take. The outcome must be that private enterprise must become less private ".

The direct result of this increasing enlightenment and growing status for the modern worker is that he will became more and more educated, willing and interested in the business aspects of the company. Like all novices, there is the chance that he will misunderstand or misinterpret financial information; so, it is essential that industry formulates a continuing and integrated programme for communicating financial information to the employee.

In this light, there are basic dangers: dangers which spring from the unwillingness of certain groups to allow the average employee to participate in the prosperity of the company. These, as has already been observed, are the trade unions who would obviously have anything but that their members should develop an interest in capital; and, probably, though to a lesser degree, the lower levels of management can often be accused of under-estimating the interest of employees in such matters.

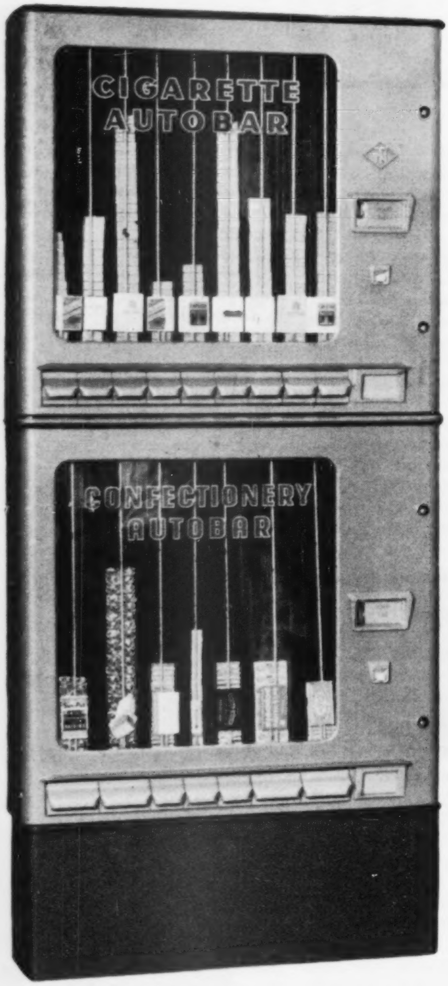
There is a wide area of indifference towards co-partnership. This is undoubtedly due to a lack of appreciation for the ultimate good that this cohesive technique can do. From a personnel point of view, there is still an inherent miscalculation: that co-partnership needs tackling in the same manner as industrial relations, or that it should be undertaken from a false picture of industry as a division of interests.

Co-partnership is not a sop to employees; it is not the sugar-coating on an unpalatable pill; it is not even a technique for extracting greater enthusiasm and production. Co-partnership is an attempt to widen the road to prosperity by increased investment, and the individual participation which this involves.

But employees must have a vote and some controlling power to be your partners in business, says chairman Lazell

INVEST YOUR WASTE SPACE

● **Save wasted man-hours - improve night and day shifts' morale - save detergents and hot water-reduce catering and labour problems**



This Autobar '650'

streamlined precision-built vendor can be installed FREE. It carries both cigarettes and confectionery items and provides quick, trouble-free sales

—at the drop of a coin

- *ILLUMINATED*
- *LARGE CAPACITY*
- *FULLY GUARANTEED*
- *NO DEPOSIT REQUIRED*

DAY AND NIGHT SERVICE

This elegant, yet sturdy machine embraces such unique improvements as coin selector and ejection mechanism, and provides constant day and night service at all times.

Autob

FREE INSTALLATION Profits from the the very first sale, without capital outlay, because we supply everything . . . even the insurance on the machine and stock . . . or you can buy the machine on the most co-operative terms.

let us tell you more ➡

WITH THESE

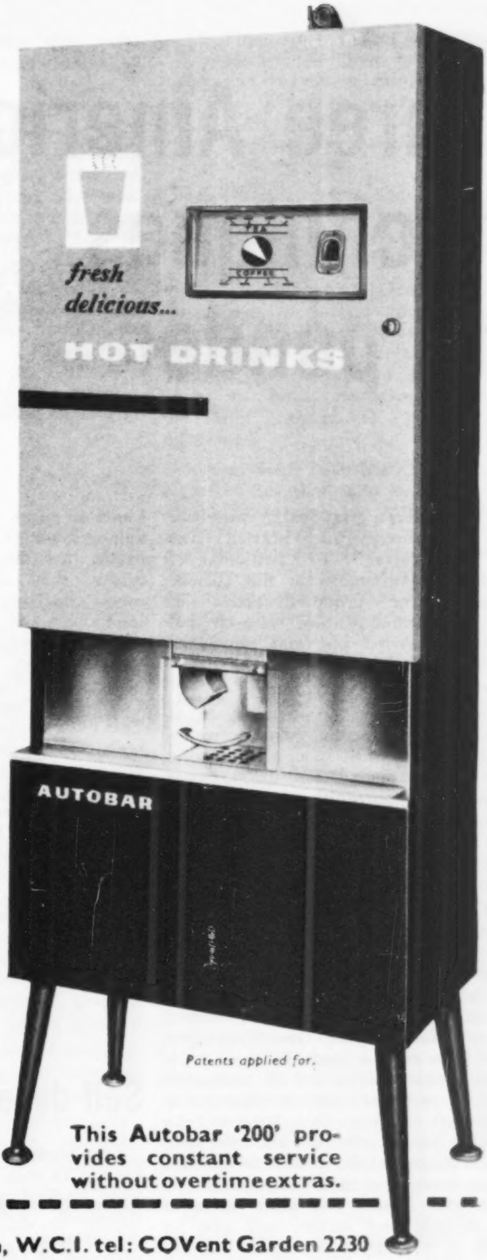
This Autobar '200'

Hot Drink Server provides a constant flow of advantages

- Serves 200 cups at a filling.
- Automatic delivery.
- Delivers the HOT beverage in an immaculate china-coated container.
- Provides choice of milk and sugar requirements.
- Revolutionary styled engineering.
- **THE AUTOBAR '200' IS THE LOWEST PRICED MACHINE ON THE MARKET.**

PERFECT TEA, COFFEE or HOT CHOCOLATE – DAY AND NIGHT

Employees stay on the job for their refreshment—**improves morale.** No wasted labour periods of 'Tea-boy'—**man-hours saved.** No labour needed for washing-up cups, saucers and spoons—**detergents,** hot **water and space saved.** Steaming hot beverages at any hour—day or night—each cup freshly made—served black/with milk/with sugar/or both. Wagons, hot containers, individual equipment for each beverage—and attendant, all become obsolete. **Constant cash saving.**



Patents applied for.

This Autobar '200' provides constant service without overtime extras.

ars

for automatic profits

please detach and post

To: AUTOBARS CO. LTD., 175 High Holborn, W.C.1. tel: COVent Garden 2230

Please send full details of your Installation and Servicing for Factories of

THE AUTOBAR '200' HOT BEVERAGE MACHINE and the NEW AUTOBAR '650'

Name ____________________

Address ____________________

Three American techniques to ponder

by Eric Moonman

THERE is a great deal in American industry to hearten the observer. In particular I would draw attention to the current dominance of 'group dynamics' in training, communication research that is being carried out and the latest refinements in methods of staff appraisal.

The laboratory training method at Bethel and in several universities is producing the most successful training approach for management development in years. Opportunities for participation and experience are coupled with the use of scientific methods of observation and members themselves analyse their participation.

'Group Dynamics' was the term given to this technique in its youth; but an example of the practical approach to group training today is available at the University of California, Los Angeles, where Professor Robert Tannenbaum (see November, 1958 issue of this journal), has now a considerable waiting list of applicants who desire to take part in 'Sensitivity Training'. This is designed to develop human relations, understanding and skills by helping people to increase their awareness and knowledge of emotional factors and their influence on thought and action; and also to learn to act appropriately in varying interpersonal situations.

As participants gain in understanding of themselves, others, and social pressures to conform, says Tannenbaum, they tend to become more aware of their own individual strengths, to distinguish between real and imaginary pressures, and to find increasing opportunity to speak and act as free, strong and considerate individuals. To the extent that they realize their opportunity, they are able to function more creatively and productively, as individuals and in group situations.

The 'Sensitivity Training' starts with a live-in weekend—at the University of California's Residential Conference Centre at Lake Arrowhead. This intensive initial meeting, involving both general and small-group sessions, provides participants with an opportunity to get acquainted and to establish free and open communication as a basis for more productive learning. The core of the training experience is provided in small-group sessions, each having its own staff leader. The small group is designed to encourage a high degree of individual participation and involvement. General sessions, offering a variety of learning experiences, give additional meaning to the small-group sessions.

Self-developers

Enrolment in this workshop is limited to men and women in responsible leadership positions in business, industrial, governmental and civic organizations. Within each group, diversity of organizational background and of field of specialization is aimed at.

The National Training Laboratories who fostered these projects are now being approached by companies to run courses within their own training departments. I met a number of executives who expressed considerable satisfaction with the method. It has helped many to gain greater insight and understanding of the role they are expected to take in industry.

Which employee communications media are most effective in passing on instructions and messages? A survey conducted by the Naval Ordnance Station in the United States put a series of questions to a random sample of its 4,000 employees. The first question was:

> *'Suppose management made an important change in the way the station would be run—through what channel or means of communication would you most likely get the word first?'*

Other than the grapevine, the fastest means of spreading information was through the supervisor or line management. This was supported by substantial numbers of employees from all job classifications and from all grade and seniority levels. This high reliance on the supervisor probably reflects the training and habits of employees. Evidently, they think of their supervisors as being generally well informed and, naturally, look to them for information.

The findings, then, suggest that verbal, face-to-face communications tend to get the word around a lot quicker than printed media. Results show the following responses:

Channel	Per Cent
Grapevine	38
Supervisor	27
Official memo	17
Factory newspaper	7
Factory directive system ...	4
Bulletin boards	4
Other	3

This also suggests that there is an inverse relationship between the speed with which the medium disseminates information and the organization restrictions or restraints placed upon it. To put it another way, the faster the medium, the fewer the restraints—the more restraints, the slower the medium. A casual slip is sufficient to activate the grapevine, and there are no organizational restrictions (checking and a need to clear with high authority) to prevent the information from percolating to the people. With the bulletin board, direction and authority are needed which places further restraints on the means of communication.

It is quite clear that, in planning a medium for employee communication, the importance of speed should be considered, together with the question of which is the most effective media, to ensure that the employees trust and rely upon the information when they receive it. The replies received to this question in the survey indicated that the most trusted means of receiving communication were—in order of success:

(1) Factory newspaper

(2) Factory directives

(3) Bulletin boards

(4) ' All-Hands ' meetings

(5) Employee-management Council

(6) Off-factory newspaper.

Seeing is believing

The response showed that the most common reason for believing one channel to be more effective than another depended on the employee's conviction that he would see it. Thus, about 75 per cent of the employees who said that the official newspaper was the most effective means of communication, gave as their reason, " Because I'm sure of seeing the paper "; 66 per cent of those who favoured the directive system did so because " I'll surely see the directives ", and 50 per cent of those who rated the bulletin boards first said, " I always see and read the boards ".

Another reason given by employees in rating a communication channel as effective was the assurance that it was official and not just the opinion of someone else—this was the main reason in regarding the newspaper as being most effective.

One conclusion drawn from this study is that company releases should always stem from as close to the top as possible. Evidently, once a medium enjoys a reputation as being ' the voice of management ', its communications impact is greatly increased.

A further finding in the survey was the difference between the ways in which ' white-collar ' and factory employees ranked certain communication media. Thus, ' white-collar ' employees favoured the directive system and down-rated the bulletin boards, whereas 'blue-collar' employees reversed this rating.

You try it

In general, then, the study highlights three conditions for ideal management-employee communications. First and foremost, the channel should always reach all the employees. Second, it should be official—the employees should be confident that it comes straight from the horse's mouth. And, third, it should be closely associated with the established order; that is to say, the supervisory system. By adhering to these simple rules, any organization should be able to increase the effectiveness of its present employee communications system. In an area where there is such scant material for reflection, this piece of communication research deserves our attention. It is both thorough and practical, and one would hope that British firms might be encouraged to undertake a similar project in conjunction with a university or technical college.

Performance appraisal within management ranks has become standard practice in many American companies during the past 20 years, and is currently being adopted by many others, often as an important feature of management development programmes.

Formal performance appraisal plans are designed to meet three needs: one for the organization and two for the individual.

(1) They provide systematic judgments to back up salary increases

(2) They are a means of telling a subordinate how he is doing, and suggesting needed changes in his behaviour, attitudes, skills or job knowledge; they let him know ' where he stands ' with the boss

(3) They are also used as a basis for the coaching and counselling of the subordinate by the superior.

However, Douglas McGregor believes that there is a resistance to staff appraisal from the boss because of a normal dislike of criticizing a subordinate (and perhaps having to argue about it). Many executives also lack the skill needed to handle the interviews.

Several firms have tried McGregor's suggested solution with success. His approach calls on the subordinate to establish short-term performance goals for himself. The superior enters the process actively only after the subordinate has (a) done a good deal of thinking about his job, (b) made a careful assessment of his own strengths and weaknesses, and (c) formulated some specific plans to accomplish his objectives. The superior's role is to help the man relate his self-appraisal, his ' targets ' and his plans for the ensuing period to the realities of the organization.

Own goal

The first step in this process is to arrive at a clear statement of the major features of the job. Rather than a formal job description, this is a document drawn up by the subordinate after studying the company-approved statement. It defines the broad areas of his responsibility as they actually work out in practice. The boss and employees discuss the draft jointly and modify it as may be necessary until both of them agree that it is adequate.

Working from this statement of responsibilities, the subordinate then establishes his goals or ' targets ' for a period of, say, six months. This approach to performance appraisal differs profoundly from the conventional one, for it shifts the emphasis from *appraisal* to *analysis*. This implies a more positive approach—an approach which is objective rather than subjective, and therefore praiseworthy.

"Don't...

let a little thing like staff welfare problems put you off your stroke!"

" Little thing! Tea breaks alone cost us a fortune—by the time the official ten minutes has e-x-p-a-n-d-e-d into twenty."

" That's not necessary. Move with the times."

" How? "

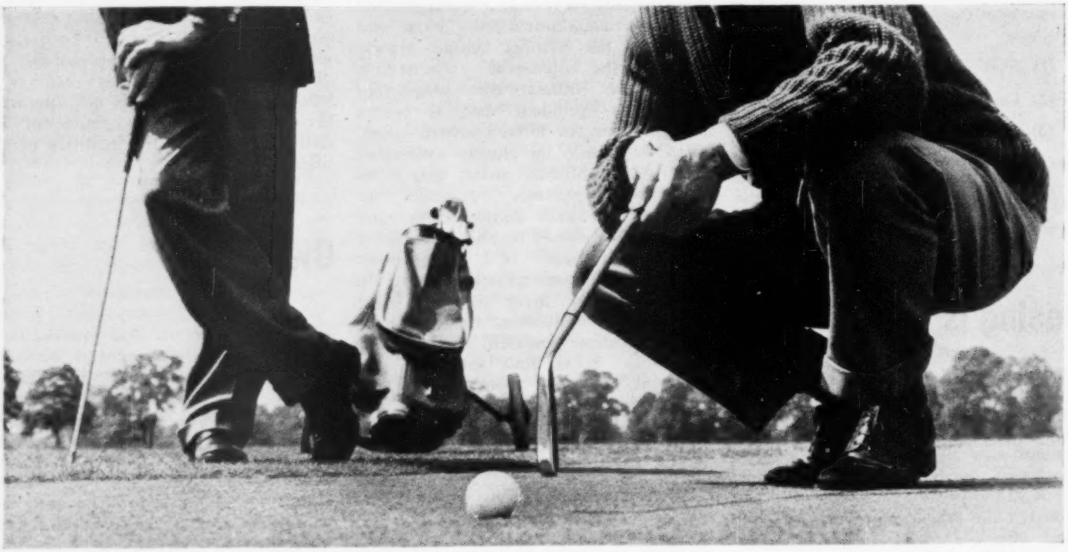
" Like we did. Install automatic catering. We have drink machines in every department, giving a choice of tea, soft drinks or milk at the press of a button. Hot snack machines go in next month, and we're also considering cigarettes and confectionery.!"

" Very nice too . . . but what about the expense? "

" Costs us nothing at all, when you consider the overall saving. **And** *the machines are operated for us. Wonderful arrangement."*

" Who do I see about this automatic catering? "

" Send for B.A.C. We're very glad we did."



BAC

for automatic catering

The Complete Service—B.A.C. and their associate company **PETER MERCHANT LTD.**, the largest industrial catering organisation in the country, offer the unique combination of canteen facilities and automatic vending machines. The most complete service of its kind for commerce and industry.

THE BRITISH AUTOMATIC COMPANY LIMITED, 14 Appold Street, London, E.C.2 Tel: BIShopsgate 8176

Branches in BIRMINGHAM, BLACKPOOL, BRISTOL, MANCHESTER, NEWCASTLE, PLYMOUTH, READING, EDINBURGH, GLASGOW, BELFAST and DUBLIN

Discussion Leader

But always he decides

In recent years, the industrial executive (and supervisor) has been the target of a mass of well intentioned advice. Every few years, a different aspect of his task has been highlighted. At different times he has been assured that if only he will introduce joint consultation—or attend to his other lines of communications, or concentrate on his 'human relations', or learn to speak effectively in public—all his troubles will be over.

To-day, a new piece of advice is being superimposed on all the rest. In many ways it is more to the point, more relevant and more strictly practical than much that has gone before. But it is likely to frighten many timid executives and may well increase their already well established tendency to develop ulcers or high blood pressure. Quite simply the advice is that **executives must learn to take decisions.** "An executive", says one writer quite firmly, "is a man who decides: he may decide wrongly, but always he decides". Another writer sees the essence of an executive's function to be the making of organizational decisions.

When we delve a little more deeply into what this 'decision making' by executives involves, we readily begin to see why this new advice is likely to be unpopular and unpalatable to many of us. Most of us dislike making decisions for our own private affairs; we procrastinate, we hedge, we sit on the fence, we wait for something to turn up. This is not surprising, for all expert advisers on how to make decisions are agreed that it is a logical process. It involves "discrimination, analysis, conscious choice". No wonder then that we seek to avoid this activity, for most of us find such an exercise of our reasoning powers a painful process.

However, such decision-making for our private lives is child's play compared with what is expected of us in our role of executive decision-makers. Here the experts make it plain that organizational decisions need to be even more rational. We find ourselves saying such things as, "If this were my decision, I should act this way; but I think the situation in our concern demands that we do this . . ." Moreover, we are expected to arrive at such a conclusion after a long and exhausting plod through an arid desert of conscientious hard work. For example, before we start we are admonished to find out why it is a problem at all, what the purpose of any decision is likely to be, and what goals we are heading for. A formidable list in itself, certainly involving many hours of agonized thought.

But worse is to follow, for we are now expected to gather a lot of facts. We must never make a hasty judgment, but like the true eager beavers that we are, we must hunt and probe and examine our key witnesses. Above all, we must never have hunches, but echo a famous President of America's General Motors, when he writes in his memoirs, "I liked to work with Mr. Mott. When he had a problem he tackled it like I did my own, with engineering care to get the facts. Neither of us ever took any pride in hunches; we left all the glory of that kind of thinking to such men as liked to be called genius".

But gathering facts is by no means a straightforward process. We must accept the unpalatable truth that we are not even capable of seeing all the facts as they really are. We will underestimate, miss or distort them. We will let many of our own inferences creep in, thinly disguised as a fact. New research material published in a book by N. L. Johnson Abercrombie called the *Anatomy of Judgment* (Hutchinson, 1960) adds so much to our knowledge of these processes that it deserves an article all to itself. Here we will just note the phenomenon for we now have to assess the relative significance of the facts we have managed to uncover.

Again, we shall unfortunately be doing this through the sieve of our own biases and preconceived notions, and there are several other unpalatable bits of advice that we ought to be following. We must throw ino the balance such nebulous influences as the time factor, our material resources, and our own moral code. We are warned against the dangers likely to arise if we do not consult our colleagues and subordinates. Visions of endless committee meetings swim before our eyes. Two more shocks remain; for, after all this activity, we are told briskly that our decision may well be not to decide. Even if this gloomy end is not to be ours, we are still only really at the beginning of our work for our main job *to take action* on our decision still lies ahead. An executive, says one authority, is distinguished by this ability; he cannot be content merely with a creative mind, he has to do something about his ideas as well.

Shadow boxing

No wonder executives are realizing they need some practice in this most difficult skill and are working hard to acquire it, playing what is rather kindly called 'the Business Game'.

Two portions of comfort remain to be offered. Firstly, no one expert has given all the advice I have just quoted. It has recently fallen to my lot to consult many specialists on this subject, so I am probably suffering from a surfeit of advice at the moment. Secondly, recent researches are beginning to hint that, in fact, a lot of executives' decisions are made for them and are largely determined by the kind of goods and services being produced—but more of this another month. The decision to finish this article is being made for me!

DOES THIS MAN WORK FOR YOU?

Perhaps you are in authority over men with 'dirty' jobs — whose grimy hands don't respond to mere soap and water. They will appreciate your wisdom in specifying WIMZO non-abrasive antiseptic jellied cleanser for the quick removal of paint, grease, tar, wax, rubber compounds, dyes and *all* ingrained dirt from hands. WIMZO is saving time and money everywhere.

Used by the Coal, Gas and Electricity Boards, The Admiralty, Richard Thomas and Baldwin, etc.

Wimzo

cleans hands *in a jiffy!*

IN BULK OR IN HANDY TUBES

For **BULK PRICES** *and* **FREE SAMPLES** *write to:* **WIMSOL LTD. KEIGHLEY, YORKSHIRE**

YOUR factory NEEDS an Automatic Drink Service

SEE, TRY AND TEST
THE NEW DITCHBURN 60 SERIES
HOTSPA AND COLESPA

HOT
Fresh
COFFEE
CHOCOLATE
SOUP

- * Superb New Styling
- * New Exclusive Features
- * Finest-Ever Drinks
- * Easiest-Ever Maintenance

Hotspa and Colespa are the finest drink vending machines in the world. Each serves a SEVEN-WAY choice of drinks . . one piping hot, the other ice-cold . . in hygienic, disposable cups. Up to 1000 cups to a filling in a floor space only 2' 1" x 2' 4".

Whether you want to increase production by cutting out fixed 'breaks', to provide a refreshment service for a night shift, or to supplement your canteen facilities, the Ditchburn HOTSPA and COLESPA provide the ideal solution to your problem. . . . efficiently, reliably, automatically.

Write Today for Leaflet to

DITCHBURN VENDING MACHINES LTD

P.M.1. DIVISION, LYTHAM, LANCASHIRE.
Telephone Lytham 7421
A MEMBER OF THE DITCHBURN ORGANISATION

RIGHT SIDE OF THE LAW

by COUNSEL

Devils we know

WE considered the meaning of the term " industrial accident " in July, in relation to National Insurance; and it was stated that such accidents must arise " out of and in the course of employment ".

This apparently simple expression has a long and famous history in legal circles. It was first used many years ago in the old Workmen's Compensation Acts. The draftsman responsible, who deserves to be gratefully remembered by lawyers (if not by their clients), can hardly have foreseen the flood of litigation these eight words would unleash.

When this legislation was recast after the Second World War, Parliament did not run the risk of starting the process all over again. The *National Insurance (Industrial Injuries) Act, 1946,* preserved the words unaltered. Any idea of altering them to attempt to make matters clearer was rejected. The Minister, speaking in Parliament on this point said, in effect, better the devils we know than the devils we do not know. And it is true that, at the cost of much litigation, many of the devils in these words have been exorcized.

Off the job

Let us now consider the first of the two requirements—that the accident should arise in the course of the employment, as this logically precedes the other requirement that it should arise out of it. In the great variety of circumstances that can occur, it is not easy to define what is or what is not in the course of employment. When, for instance, does the employment begin? According to the courts, not necessarily when the employee reaches the employer's premises. On the other hand, it would often be harsh and illogical to fix it at the moment the actual work starts.

A reasonable time, it is said, must be allowed for getting to the work place. If during that time the employee does something for his employer's benefit, he is in the course of his employment. To take two actual examples. A collier came to the colliery early and went to buy sandwiches at the canteen. He fell and injured himself on the canteen steps. It was decided that he was not injured in the course of his work. On the other hand, a workman who chose to come and start work 20 minutes early and was injured when he went to leave his ticket in the office was found to be in the course of his employment.

The same reasoning is applied to the other end of the day, and an interval is allowed after the work actually stops. A man leaving work by the usual route who was injured crossing some railway lines, and a man who was injured when his manager sent him back to collect his tools after he had finished work, were both held to be still in the course of their employment. But a collier who used the pithead baths after work, then had a meal at the pit canteen and fell as he was starting to go home was held to be out of it.

It is settled that employment, for this purpose, is not limited to the actual working time; and this is still more the case in certain types of work where the employee is always in the course of his employment. The best example is a seaman at sea, but the same situation arises in the case, say, of hotel or hospital living-in staff who eat and sleep 'on the job'. If such employees go out for an evening's recreation, they are no more in the course of their employment than a seaman who goes ashore while in port.

The question of accidents while travelling to and from work has caused a good deal of difficulty. But the position now seems fairly clear. If an employee is injured while travelling by a particular route and method laid down by his employer, he may well be able to claim successfully. But, of course, no claim will arise if he is going to work just like any other member of the public by any route.

The course of employment may, obviously, be interrupted when the employee is actually at work, if he breaks off to do something on his own account. The test is whether what he does is reasonably incidental to his employment. Thus, pausing for a recognized tea break is incidental; but if it is not something incidental, a very trivial interruption may be sufficient. An employee who fell down and hurt himself while he was trying to recover a packet of cigarettes a colleague had thrown to him, was said to be out of the course of his employment. So also was an employee who left his work to make a private telephone call.

Work and play

Finally, there is the question of recreation organized by the employer during working time. Generally speaking, the employee will have no claim if what he is doing is voluntary, even though it is being done during working hours. This position is sometimes complicated by the allegation that there was an element of moral compulsion to take part. But a girl who was expected to take part in physical training classes had her claim rejected. She was not actually under compulsion to do so. On the other hand, a fireman who, during obligatory training, was injured playing volley ball had his claim allowed.

It seems clear that if an employee is injured in the course of festivities at a works or office party which really is voluntary, he will have no claim; yet he might well have felt obliged to attend. Nor will there be liability if the employer merely approves or even enourages the particular activity.

WHAT'S YOUR CATERING PROBLEM?

Trying to keep firm control without being run off your feet? Fully trained, highly qualified assistance from Peter Merchant—the leading industrial caterers in this country—would leave you free to get things done the way you like them done.

You would be relieved of all worry connected with accounting, stock control and [illegible], and any or all of these specialised services would be yours:

Expert buying on a nation-wide scale

[illegible] dietitians and biochemists in P.M.'s research laboratory

Work-study and other [illegible] related to all branches of catering

Training schools for [illegible] and refresher courses

Canteen [illegible]

[illegible]

[illegible]

Our new brochure, full of information [illegible] about catering, should interest you. Write for a copy to:

PETER MERCHANT LTD

[illegible] STREET LONDON W.1 TEL: WELbeck [illegible]

The Complete Catering Service

[illegible] CANTEENS

[illegible]

LONDON [illegible]

MANCHESTER [illegible]

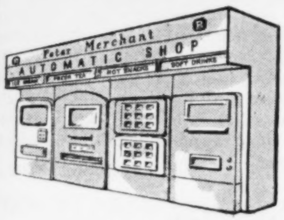
EDINBURGH [illegible]

BELFAST [illegible]

BATH [illegible] Telephone: Bath [illegible]

SHEFFIELD [illegible] Telephone: Sheffield [illegible]

BIRMINGHAM [illegible]



A valuable amenity for your staff — an additional source of income for your canteen.

AUTOMATIC VENDING MACHINES

supplied and installed for Peter Merchant by their associate company, British Automatic Company Limited.

Readers' Letters

The ladder within

Sir,

The question of whether full employment is making us soft is not easily answered, but it is easy to decide that there are two generations of employees. Those in the 'thirties who had to struggle for a job and keep it, and the present employee who can pick and choose. If you are in an executive capacity and belong to the first group, it is nearly impossible to impart any company loyalty into the second group.

Loyalty as applied to the means of living is now based on pounds, shillings and pence and is a shoddy affair. To counteract that is the fact that many people in the 'thirties had a sense of achievement in obtaining a post but usually, because of the competition, had to accept a salary below their worth. Now salaries are (or should be) adequate.

What can create interest in the job? In my opinion, only one thing. Internal promotion at all levels is the answer. If education is the yard stick to measure appointments, let your own people have the opportunity at least to gain technical knowledge. Train them yourself and tell them why. The graduate who enters industry and falls flat on his face because he does not know anything about people is a poor advertisement and a bad example. The modern executive has a hard job. He has to keep up production, deal with people, and not least, but important, "Keep up with the Jones's".

These young people can do the job all right, but they must be your people as far as possible and they must have a target. I think frustration is the one thing the young executive will not bear with, and is often the cause of job changing.

Why does my, the older generation be unfair about hard work as they knew it? Is it because it did not bring advancement, or because of the lack of opportunities to change their job in those days? Look in your own house and see if you have someone who would jump at the chance you would have liked. Why the £800 a year graduate? With his belated arrival, his future with that company should have been in doubt from then on.

If we discuss potential managers, no fear of job, no carrot, no competitive situations, will have anything like the effect on the work to be done as the knowledge that the effort made is being noticed—to the advantage of the man making it.

R. B. Boynton.

Personnel Manager,
Reynolds T. I. Aluminium Ltd.,
Redditch, Worcs.

Worth their salt

Sir,

Your discussion leader in the June issue, poses three pertinent questions. Since time began, no man has been as good as his father. To quote two cases of people delighted to get appointments after six months searching, and graduates eagerly grasping £2 10s. a week, may indicate that there has been a change, but proves nothing.

Far from full employment taking the shine off our performance, it has resulted in the highest polish to date being put on management. There has evolved an industrial era which calls for first-rate leaders; and the challenge is being eagerly grasped by every newcomer worth his salt. Those who fail to rise to the situation, will be as nothing, even in a fully-employed society.

I can acknowledge no need for a "contrived competitive situation", for we have never had so much for which to compete. True, bread alone may no longer be number one incentive, but it has been replaced by factors which, to my generation, are of as great importance. Advanced education has given us a greater appreciation of the nation's economic needs. Consumer goods are excellent carrots, and the Jones's have become a first-rate stick.

Full employment and security have not bred mediocrity. Now we may strive for qualifications—not bread; now we may strive for specific positions—not jobs at any price; now we may strive for cars and cruises instead of roofs over our heads: what does it matter? The important thing is, we strive.

J. Shein.

Hillside Terrace,
Dundee.

Not over here

Sir,

Eric Moonman in his July article about America raises a point that I hope many employers will fully consider. I refer to the practice of taking into account a person's political activities when you are considering him for promotion or for increments.

I have several close friends who, because of work in local government (at Borough or County level) have found that their business careers have been jeopardized. Other people of my acquaintance in similar positions (mostly in public corporations) are allowed time off without loss of pay or seniority to serve the community.

Surely the moment has come for British employers to formulate some standard agreement that will allow their employees, whether they be staff or operatives, to play a serious part in political life.

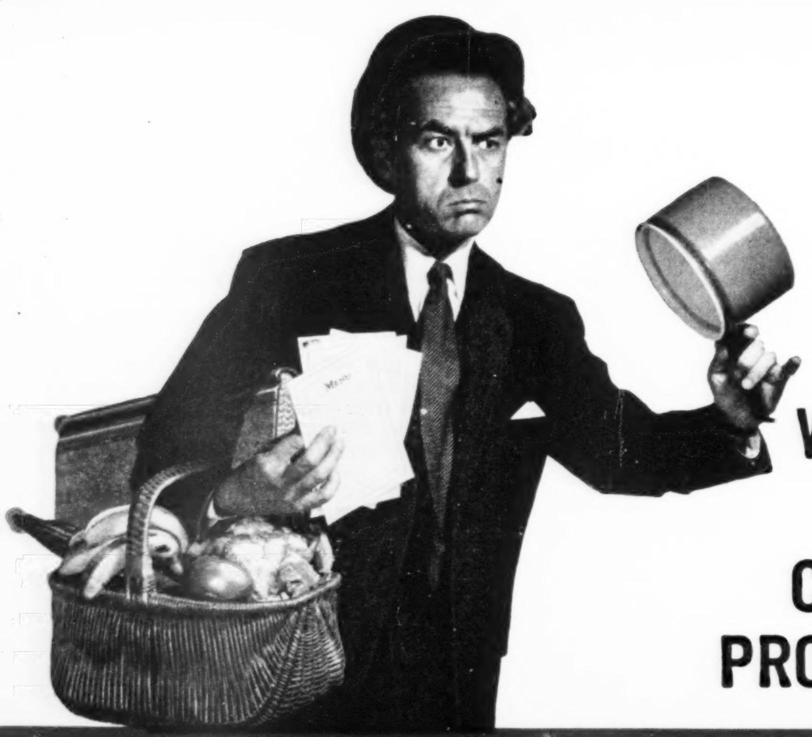
Hugh Fowler.

Western Avenue,
Swindon.

A guinea for your thoughts!

Let us have your views on some of the provocative ideas in this issue—on communication, automatic catering, decision-making, etc.

Why not break the 'angry silence' with a letter?



WHAT'S YOUR CATERING PROBLEM?

Trying to keep firm control without being run off your feet? Fully trained, highly qualified assistance from Peter Merchant—the leading industrial caterers in this country—would leave you free to get things done *the way you like them done.*

You would be relieved of all worry connected with accounting, stock control and forward estimates, and any or all of these specialised services would be yours:

Expert buying on a nation-wide scale

Top-ranking dietitians and biochemists in PM's research laboratory

Work-study and other teams related to all branches of catering

Training schools for initial and refresher courses

Canteen staff—from executives down

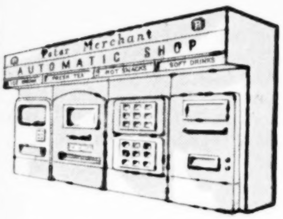
PM PLANNING SERVICE FOR ARCHITECTS

Peter Merchant are always delighted to co-operate in planning and estimating for canteen layouts, equipment and furniture—preferably at the earliest possible stage.

Our new brochure, full of informative facts about catering, should interest you. Write for a copy to

PETER MERCHANT LTD

5 TILNEY STREET   LONDON W.1   TEL: WELbeck 8311



A valuable amenity for your staff — an additional source of income for your canteen.

AUTOMATIC VENDING MACHINES

supplied and installed for Peter Merchant by their associate company, British Automatic Company Limited.

The Complete Catering Service

EMPLOYING 18,000 STAFF · SERVING OVER 700 CANTEENS

REGIONAL OFFICES:

LONDON Aybrook House, 20-21 Aybrook Street, London, W.1. Telephone: Welbeck 8311

BATH 8 Gay Street, Bath Somerset. Telephone: Bath [illegible]

MANCHESTER Piccadilly House, 11 Piccadilly, Manchester 1. Telephone: [illegible]

SHEFFIELD 9 York Street, Sheffield 1. Telephone: Sheffield [illegible]

EDINBURGH 11 Castle Street, Edinburgh 2. Telephone: Edinburgh [illegible]

BIRMINGHAM 1 Regent Place, Birmingham 1. Telephone: Central [illegible]

BELFAST Peter Merchant (Northern Ireland) Ltd., 4 Donegall Square South, Belfast. Telephone: Belfast [illegible]

Readers' Letters

The ladder within

Sir,

The question of whether full employment is making us soft is not easily answered, but it is easy to decide that there are two generations of employees. Those in the 'thirties who had to struggle for a job and keep it, and the present employee who can pick and choose. If you are in an executive capacity and belong to the first group, it is nearly impossible to impart any company loyalty into the second group.

Loyalty as applied to the means of living is now based on pounds, shillings and pence and is a shoddy affair. To counteract that is the fact that many people in the 'thirties had a sense of achievement in obtaining a post but usually, because of the competition, had to accept a salary below their worth. Now salaries are (or should be) adequate.

What can create interest in the job? In my opinion, only one thing. Internal promotion at all levels is the answer. If education is the yard stick to measure appointments, let your own people have the opportunity at least to gain technical knowledge. Train them yourself and tell them why. The graduate who enters industry and falls flat on his face because he does not know anything about people is a poor advertisement and a bad example. The modern executive has a hard job. He has to keep up production, deal with people, and not least, but important, "Keep up with the Jones's".

These young people can do the job all right, but they must be your people as far as possible and they must have a target. I think frustration is the one thing the young executive will not bear with, and is often the cause of job changing.

Why does my, the older generation be unfair about hard work as they knew it? Is it because it did not bring advancement, or because of the lack of opportunities to change their job in those days? Look in your own house and see if you have someone who would jump at the chance you would have liked. Why the £800 a year graduate? With his belated arrival, his future with that company should have been in doubt from then on.

If we discuss potential managers, no fear of job, no carrot, no competitive situations, will have anything like the effect on the work to be done as the knowledge that the effort made is being noticed—to the advantage of the man making it.

R. B. Boynton.

Personnel Manager,
Reynolds T. I. Aluminium Ltd.,
Redditch, Worcs.

Worth their salt

Sir,

Your discussion leader in the June issue, poses three pertinent questions. Since time began, no man has been as good as his father. To quote two cases of people delighted to get appointments after six months searching, and graduates eagerly grasping £2 10s. a week, may indicate that there has been a change, but proves nothing.

Far from full employment taking the shine off our performance, it has resulted in the highest polish to date being put on management. There has evolved an industrial era which calls for first-rate leaders; and the challenge is being eagerly grasped by every newcomer worth his salt. Those who fail to rise to the situation, will be as nothing, even in a fully-employed society.

I can acknowledge no need for a "contrived competitive situation", for we have never had so much for which to compete. True, bread alone may no longer be number one incentive, but it has been replaced by factors which, to my generation, are of as great importance. Advanced education has given us a greater appreciation of the nation's economic needs. Consumer goods are excellent carrots, and the Jones's have become a first-rate stick.

Full employment and security have not bred mediocrity. Now we may strive for qualifications—not bread; now we may strive for specific positions—not jobs at any price; now we may strive for cars and cruises instead of roofs over our heads: what does it matter? The important thing is, we strive.

J. Shein.

Hillside Terrace,
Dundee.

Not over here

Sir,

Eric Moonman in his July article about America raises a point that I hope many employers will fully consider. I refer to the practice of taking into account a person's political activities when you are considering him for promotion or for increments.

I have several close friends who, because of work in local government (at Borough or County level) have found that their business careers have been jeopardized. Other people of my acquaintance in similar positions (mostly in public corporations) are allowed time off without loss of pay or seniority to serve the community.

Surely the moment has come for British employers to formulate some standard agreement that will allow their employees, whether they be staff or operatives, to play a serious part in political life.

Hugh Fowler.

Western Avenue,
Swindon.

A guinea for your thoughts!

Let us have your views on some of the provocative ideas in this issue—on communication, automatic catering, decision-making, etc.

Why not break the 'angry silence' with a letter?

by O. T. Curtis

Guess what I'm THINKING

TRANSMITTING information and giving directions is the major daily task of management. Yet the effective communication of ideas is a complex business which we are all only just beginning to understand; but it must be understood if any organization is to work effectively. Enlightened management will use every medium at its disposal to propagate ideas and information, including the medium of film.

It is therefore appropriate that film itself should have made an effective, if not yet widespread contribution to a better understanding of the art of communication, both by discussing some theoretical concepts and by showing how different media may themselves be used to advantage.

An early, and interesting example, was **Does It Matter What You Think?** a film produced during the last war for the British Information Service. This is obviously a dated film now (wartime dress and settings—although curiously hemlines seem to be quite contemporary!), but it still remains one of the best film expositions of some of the complex factors which contribute to our daily reasoning from given information. Because it is dated, its use today may be limited. But with a suitable introduction by a tutor, this film could still play an effective part in any industrial course, or part of a course, devoted to a study of some of the elements of 'clear thinking'.

In complete contrast in style, yet complementary to it, is **Communications Primer,** Charles Eames' cartoon, made in America in 1953, which discusses our general processes of reasoning as a background to a consideration of the role of the computer. All information, claims Eames, requires a source, a means of transmission and a receiver, and it must be decoded (or interpreted in its context), if it is to have any value when it reaches its destination. Yet language, our most common vehicle for transmitting ideas, is frequently our worst enemy, and perhaps half the English language is 'redundant' (something management might remember more frequently!).

More recently Charles and Ray Eames have produced **The Information Machine,** a cartoon history of human thought. This film has the same objective as its predecessor, but concentrates more on the role of the computer in storing, analysing, and using the mass of data which confronts man today. Human knowledge has been founded on a painstaking accumulation of facts and their subsequent analysis and rearrangement. This film shows how the computer can help, not only by dealing with established facts but also by simulating unrealized situations—the behaviour of a rocket yet to be launched, the work of a complex chemical plant, even the behaviour of whole communities. Lest the naïve assume that the computer can do their thinking for them, this film emphasizes that the existence of this complex device demands new ideas and hard thinking from its human masters.

Indeed, this very fact was the stimulus to the production for Unilever Ltd. of **The Electronic Computer In Commerce.** This film was made when Unilever were acquiring their computer, and completed whilst the computer was still undergoing tests. Its purpose was not to tell employees about the computer as such, although it hints at the principles upon which it works. Rather it was to get line managements, in the wide variety of companies in the Unilever group, thinking about ways in which the computer might be of help in their departments. By describing the principles upon which its operations are based ('yes' and 'no' decisions to a series of posed questions), this film also emphasizes that programming a computer demands a previous careful analysis of every job and the breakdown of information into a form suitable for the machine to analyse.

One hopes that, in due course, Unilever will treat us to another film about the ways in which their computer has been employed and the economies which have resulted from its operation. Nearly all the films that exist about computers are dreary records of essentially non-photogenic machinery at work. We lack useful films about the use of computers in a wide variety of circumstances. One would hope too that an organization such as Unilever would consider making a film about the general impact on management of the multitude of job analyses which must precede the use of a computer—an impact which must result in some useful economies in traditional methods as a result of the careful analysis of their stages which programming demands.

Thinking about the application of the computer inevitably underlines some of the fundamental problems of communicating ideas. In the office, for instance, the right information given at the wrong time, or the assumption that staff have already correctly interpreted a situation from visible evidence of change about them, is a source of wasted time, friction, frustration, and dispute. In **More Than Words,** Henry Straus and Co., of New York have presented (in a clever combination of live photography and animation), some of the causes of misunderstandings in the office. How many executives are there, indeed, who could honestly say that they have not at some time been guilty of acting on the principle amusingly noted in the film of "Don't listen to what I say, listen to what I MEAN"?

The executive who wishes to study individual cases of bad communication may be referred to the series of case studies distributed by the GB Film Library which were reviewed in the January, 1960, issue of *Personnel Management and Methods*. These are the day-to-day, informal, and highly significant, situations which may affect the efficient working of any organization. Each one of us has his individual problems, some of which we must resolve for ourselves in any event, but some of which might also have been more easily resolved had others thought more about us as individual human beings.

The fact that we have individual personalities makes for some of the complicating factors in any group situation. But the good manager will take care to use our personal characteristics in the interests of that group—a theme discussed in the American film **All I Need Is a Conference.** This is a misleading title for British audiences because it refers to the convening of an *ad hoc* consultative committee to help solve a crisis in production. A serious bottleneck is overcome by bringing the different departmental representatives concerned together round a table. This film has had wide circulation in British industry.

But one wonders whether its exaggerated humour, the rather laboured device of the chairman talking to the film audience as the committee meeting develops, and one or two of the implied concepts of policy, do not defeat the purpose the film sets out to achieve. Does one really suffer a golf-addicted executive (and even let him get away with flagrant absenteeism) merely because his knowledge of anatomy, revealed in a chance incident in committee, helps allay the fears of a neurotic colleague? And would such a smarmy chairman be the right person to weld together a group of mutually hostile executives convened by the managing director in a rage at a production hold-up?

But problems of communication are not just problems of personality, however much the latter may intrude themselves into every situation. No better exposition of practical problems of communication has been filmed than the immaculate **Pool of Contentment,** a masterly study of the organization of a typing pool, or **How To Use The Telephone,** with its equally cogent advice on the proper use of a much abused instrument of communication.

Understanding by itself is not enough. A problem recognized may only be solved by using appropriate techniques. **Put Yourself In His Shoes** was a pioneer effort by the Ministry of Labour on the subject of interviewing technique. It succeeds precisely because the situations it portrays (if with humour on occasions) are recognizable situations for us all. Compare this with the exaggeration of **As Others See Us,** where Jack Train and Beryl Orde labour hard and to little purpose on the subject of the correct approach to casual callers in an office.

Finally, what of training itself, where communication must be effective all the time if training is to have any value? It is a common fault of the 'experts' to place too much value on technique itself. This is a criticism of the Harrogate prizewinner **Successful Instruction,** which gives a notable account of the basic elements of good instruction, but fails, in the writer's opinion, precisely because the lecturer's technique is too immaculate and is, moreover, the sort of technique one could exploit at rare intervals for the grand occasion, but could certainly not sustain in any series of lectures. How much more realistic is the series **Instructional Technique** which portrays a context that most of us will recognize—whether with Service experience or not.

Communication is a complex problem, and portraying it on film presents further complications. Humour can be a double-edged weapon—one used with considerable effect by exponents like the late Richard Massingham. Compare for example **Introducing The New Worker,** a study of some aspects of communication in induction, with **Why Works Information?** designed to show to supervisors the value of a well-maintained notice board. In the former, the humour is carefully separated from those scenes which emphasize the main points the director wishes to make. In the latter, the introduction of humour into the incidents themselves tends to turn reality into burlesque, and accordingly weakens the valid message the film has to offer.

Because film has been used so effectively for presenting certain aspects of the art of good communication, one must continue to marvel at the fact that the successful film study of film itself as a medium of communication has yet to be made. Can it be that sponsors and producers only have a live interest in film-making and tend to assess film value thereafter on a study of library distribution statistics and not on some detailed analysis of the use of film itself as a medium of communication?

Films mentioned in the text may be obtained from the following distributors :

BRITISH FILM INSTITUTE, 6 DEAN STREET, LONDON, W.1	
Communications Primer (sound, colour)	20 min
CENTRAL FILM LIBRARY, BROMYARD AVENUE, LONDON, W.3	
As Others See Us (sound, black and white)	12 min
How To Use The Telephone (sound, black and white)	20 min
Instructional Technique Pt. 1—The Classroom Lesson (sound, black and white)	24 min
Instructional Technique Pt. 2—The Practical Lesson (sound, black and white)	17 min
Instructional Technique—Pt. 3—Visual Aids (sound, black and white)	24 min
Pool of Contentment (sound, black and white)	19 min
Introducing The New Worker (sound, black and white)	15 min
Put Yourself In His Shoes (sound, black and white)	16 min
Why Works Information? (sound, black and white)	11 min
CONTEMPORARY FILMS LTD., 14 SOHO SQUARE, LONDON, W.1	
Does It Matter What You Think? (sound, black and white)	15 min
GB FILM LIBRARY, AINTREE ROAD, PERIVALE, GREENFORD, MIDDLESEX	
All I Need Is a Conference (sound, black and white)	30 min
The Information Machine (sound, colour)	11 min
More Than Words (sound, colour)	13 min
Successful Instruction (sound, black and white)	40 min
UNILEVER FILM LIBRARY, UNILEVER HOUSE, BLACKFRIARS, LONDON, E.C.4	
The Electronic Computer in Commerce (sound, colour)	27 min

Room for hygiene in every firm

Thorough airing and drying is essential to the Sieber hanger system

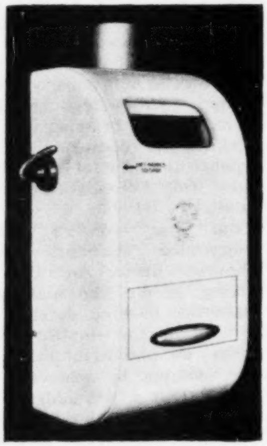
CLOAKROOMS that are well equipped are attractive; and, obviously, to encourge their use is a valuable part of any company's health programme. Even the small firm can do something indirectly to reduce absenteeism by checking the spread of infectious disease, through urging use of washing and other sanitary facilities.

Secretarial staff may linger in your splendidly decorated washroom to the annoyance of some people; but this slight indiscipline is worth tolerating within reason. We mention such a practice by way of illustrating a general principle.

The sense of well-being, the convenience that springs from a meticulously clean place adds to your company an appearance that might be hard to secure by the most ingenious incentive scheme.

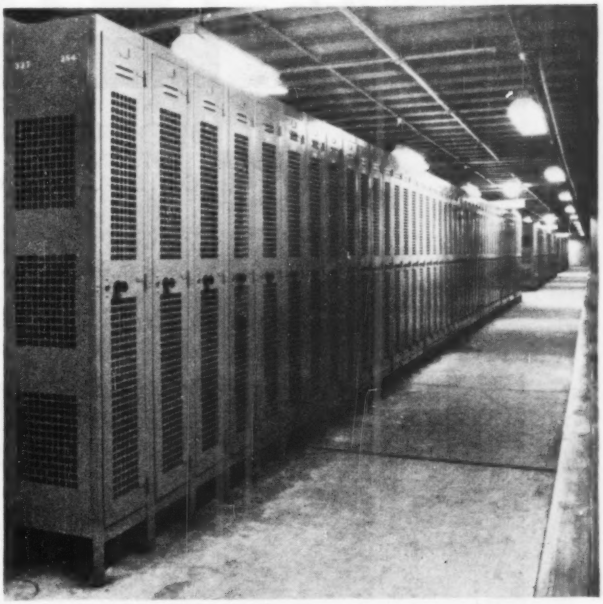
Manufacturers have an abundance of products which can transform most cloakrooms into small palaces of cleanliness and, for additional proof of the value of such a welfare provision, you need only watch the successful salesman comb his hair—whatever his occupation might be—in the staff cloakroom.

Laundering costs can be cut to a minimum by using Onliwon paper towelling

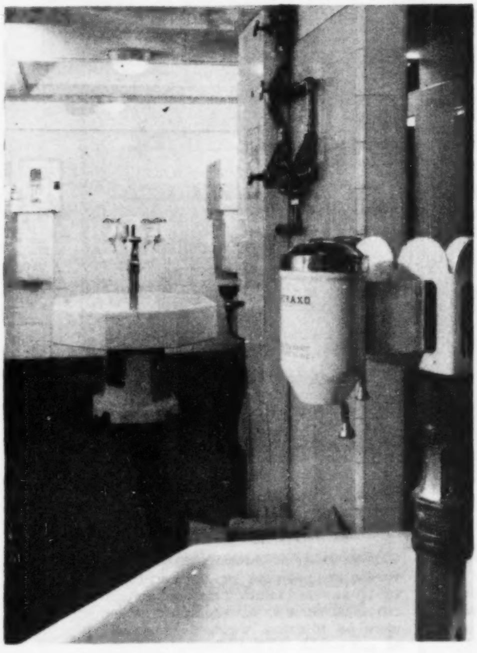


The electric 'Bunnie' is designed to prevent partial incineration

Dispose of a problem by gas in 10 minutes the Sugg way



Singly or in hundreds: Harvey steel lockers secure clothes whilst allowing them to be properly ventilated



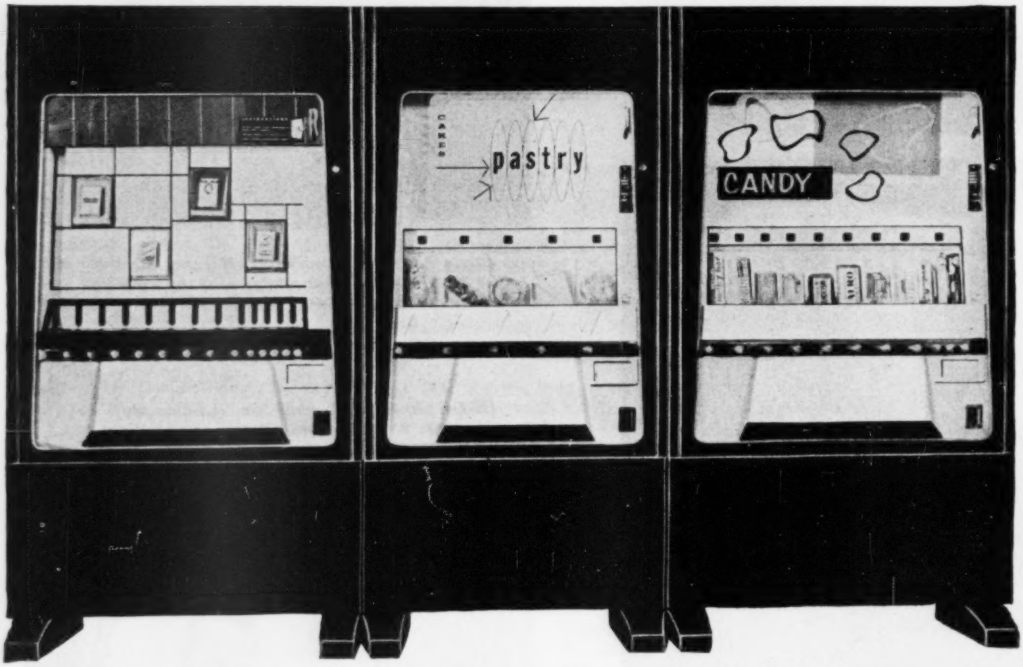
Before eating or leaving for home, Boraxo hand cleanser reduces the risk of infection

Hi-Dri towels (in rolls or individually) dispense hygiene from attractive cabinets

for the big sales
the big display!

GLOSTER'S money-making trio gives you both for consistent, heavy profits

Built to be noticed right round the clock—days, nights, weekends too! These smart Gloster Venders attract really *big* business with their tempting showcase displays. Let 'em see the goods and you'll sell the goods *fast* from a Gloster machine. Start *Gloster* Vending. It's a great name for greater profit!



Vending Cigarettes

Gloster Cigarette Machine VM.21 sells at 3 different prices in multiple combinations of coins. 14 columns vend standard, small and King sizes in various packs. Considered the finest manual cigarette merchandiser yet manufactured.

Vending Pastries

Gloster Pastry Machine VM.25 showcase vender features 15 or 20 shelves per column, adjustable to accommodate bulky or unusual package sizes. Manually operated, with rugged, positive coin mechanism. Can be set to sell at 6d. and 1/-.

Vending Sweets

Gloster Candy Machine VM.22 showcase vender has capacity for 190 candy and 100-170 gum and mints. This machine can stimulate sales by as much as 20% and more on location. Vends at 2 prices: 6d. and 1/-.

For complete details of these three fine machines, write or call: DEPT. PM1

GLOSTER EQUIPMENT LIMITED **GLOUCESTER · PHONE: 67011**

MEMBER OF HAWKER SIDDELEY GROUP

"REVVI"
WALL
WASHING
MACHINE
Saves Time and Money

★ Makes cleaning a joy
★ Improves working conditions
★ Stimulates 'good housekeeping'
★ Raises employee morale

Practically all internal painted surfaces can now be cleaned—without mess or drips—with this machine. Added to the familiar flat metal trowels for wall and ceiling surfaces, the new Fluibrush attachment probes awkward corners, mouldings, window and door frames, radiators, pipes and the pointing of brick walls.

No more 'bucket and sponge' work. The new versatile 'Fluibrush' included as standard equipment with price unchanged.

PRICE COMPLETE £55

For further details write or phone:
REVVI Ltd., 459 GREEN LANES., PALMERS GREEN, LONDON, N.13
Tel: PAL 3763

EQUIPMENT MARKET

A Monthly Survey for Personnel Managers

- EFFICIENCY
- WELFARE
- OFFICE AIDS
- SAFETY
- CLEANING
- HEALTH
- VENDING

For more information—free of charge—on items featured in this 'Equipment Market' section, **use our Reader Service Form (facing p. 54),** *quoting the reference number of the equipment that interests you. Urgent enquiries can be made by telephoning WATerloo 3388, Ext. 216*

Welfare

ONCE-ONLY WIPERS

MADE of soft, strong and highly absorbent cellulose, *Kimwipes* are an entirely new, disposable wiper designed for use in industries where liquids, light oils, grease and dirt are involved.

Hygiene is a key feature of the new wipers: used once, they are thrown away, thus eliminating the piles of dirty rags which have an unpleasant habit of collecting in many factories.

Measuring 17 in. by 10 in., they are packed in cartons of 100. The carton acts as a dispenser—operating on the 'out pops another' principle. Costs vary from 2s. 6¾d. to 2s. 10d., depending on the size of the quantity ordered.

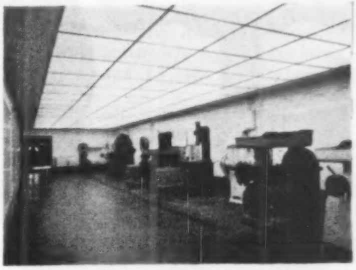
Enquiry Ref. No. W8/1

FOR BRIGHTER WORKSHOPS

BASED on 3 ft sq. diffusing panels, the *Lumenated Westminster* ceiling can be supplied and installed for as little as 5s. 6d. per sq. ft, excluding lights. Maintenance costs are kept to a minimum by virtue of the aluminium construction of all metal parts. The p.v.c. diffusers are anti-statically treated, and cleaning can be carried out under contract with the makers: there is also a rapid, ex-stock replacement scheme in case of damage to the modules.

The makers claim two other advantages for this type of ceiling: it can lead to a reduction in fuel costs by functioning as a thermal barrier which retains heated air in the working space; and it is free from fire-risk.

Enquiry Ref. No. W8/2



VARIABLE AIR-CONTROL

APART from the increased extract capacity claimed for the new *O/SR* factory ventilator, the makers underline their latest development as one which will save costs. Basically, their case is that, since the ventilator installation can be designed for average conditions and still have plenty of reserve capacity to deal with hot summer conditions, fewer ventilators will in fact be required.

For normal extraction, the top cover-flaps rest on stops, giving complete weathering. A pull of the control cord lifts the flaps of the top-cover into a vertical position, thus providing a clear opening. There is then a third position when the flaps are dropped to give a complete seal. The *O/SR* is designed

(Continued on page 47)

BORAXO

(BRAXO)*

CLEANS DIRTY HANDS

CHEAPLY
SAFELY
AND WELL

WHENEVER hands become really dirty, they need the fast and efficient action of Boraxo. It tackles ingrained dirt, grease and oil yet does not harm the skin. The special steel Boraxo dispenser stands up to years of robust wear, and ensures economy in use.

Give Boraxo a free trial in *your* works

Complete this coupon and attach it to your letter heading for a free sample and full information.

NAME.. PM

BORAX CONSOLIDATED LIMITED

BORAX HOUSE · CARLISLE PLACE · LONDON · SW1
Telephone : VICtoria 9070

20 MULE TEAM *Registered Trade Mark

TGA BO 160

BORAXO
(BRAXO)
MOISTEN HANDS BEFORE USING

José

Clean, smart and extremely hard wearing, this charming double-breasted slimline overall in finest quality nylon is available in a wide range of colours with contrasting trimmings. Brochure showing full range of Eve Nylon Overalls available on request.

NYLON OVERALLS

'The overall you can't buy anywhere'
only from the makers
PANTYFE LIMITED
24 RUPERT STREET PICCADILLY
LONDON W.1
REGent 0317

EQUIPMENT MARKET CONTINUED

For further details complete enquiry coupon facing page 54

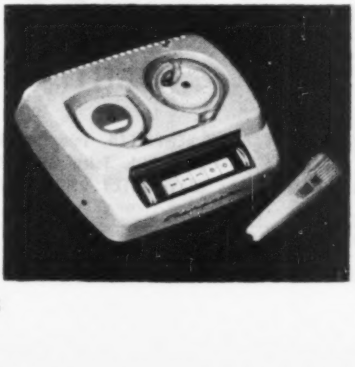
on aerodynamic principles with aerofoil curves which are claimed to produce maximum positive extraction rates under all conditions from the combined effects of stack action and wind.

Enquiry Ref. No. W8/3

Office Aids

FAULTLESS RECORDING

ONE of the hazards normally associated with back-spacing on dictation machines is that of accidental erasure. A new version of the Stenorette machine—the *Stenorette M*—incorporates in its *GDM 515* microphone a special recording button in addition to the stop/start and backspace button which makes such an error impossible during transcription. Partial erasures by the dictator are also claimed to have been made impossible. There is a telephone selector button on the new-style keyboard: this will allow the telephone adaptor to be fitted permanently so that telephone conversations may be recorded by simply pressing a button.

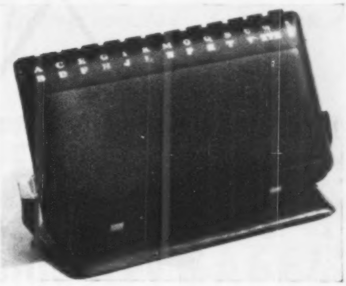


Apart from the microphone and ear-clip which have new plugs to prevent damage to connecting leads, all accessories are interchangeable with those of the *Stenorette T*. The price, including basic accessories, remains the same at 61½ guineas.

Enquiry Ref. No. O8/1

ALPHABETICAL INDEX

NAMES and numbers in this latest addition to desk accessories are presented at a comfortable angle for easy reading. Known as the *Finger Tip*, this telephone index is operated silently and accurately by simply pushing one of the 13 tabs on its upper edge. There are no springs to fail or wear, thus ensuring that the correct place will be found every time. When opened fully, it provides a firm pad for the manager who prefers to write-in his telephone numbers, although cards can be slipped out easily for typing the details.



The padding in the front and on the base, plus the durable, grained P.V.C. finish, give the *Finger Tip* a luxury look which is further enhanced by the gilt trimmings such as the indexed alphabet. Available in a choice of colours—black, red, green, brown and luxan—it retails at £1 6s. 9d.

Enquiry Ref. No. O8/2

HEARING-AID 'PHONE

THE Post Office has just announced the availability of a new hearing-aid telephone. It consists of a small

(Continued on page 49)

THE K.4
QUICK
ACTION

COFFEE MACHINE BY

Efficient—easy to use and keep clean
Pleasing design
Write for descriptive literature

Bartlett

G. F. E. BARTLETT & SON LTD

MAIN WORKS: MAYLANDS AVENUE, HEMEL HEMPSTEAD. Telephone: BOXMOOR 4242
LONDON SHOWROOMS: BELL STREET, LONDON, N.W.1. Telephone: PADDINGTON 8222
S.B.106
BIRMINGHAM: 12 Whitmore Road. Tel.: Victoria 1615. MANCHESTER: 530 Stretford Road. Tel.: Trafford Park 0288

For further details complete enquiry coupon facing page 54

transistorized amplifier fitted in the handset portion of the telephone: this replaces the battery-type equipment which was in a separate box. Volume is controlled by a finger-wheel in the earpiece—just in the right position to be operated easily by the thumb.

At the moment, this new equipment is available in black, elephant grey and light ivory. Additional rental is 15s. a quarter, plus an initial charge of £3, if a colour is chosen. Readers who wish to avail themselves of this new aid should contact their telephone manager.

Enquiry Ref. No. O8/3

DUAL-PURPOSE DESK

FROM drawing desk to writing desk in a moment: the *Duodesk* is a new aid to space-saving in drawing offices, apprentice schools. Our picture shows the equipment opened out for drawing purposes: when the Imperial size board with its parallel-motion straightedge is no longer required for use, it can be folded down and under another, hygienic writing desk-top, which can be seen dropped down behind the desk. The drawing board can be locked at a number of angles and is perfectly stable.

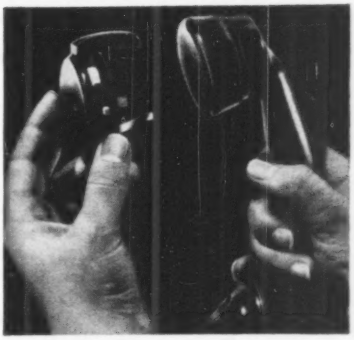
The overall size of the unit is 34 in. wide, 30 in. deep and 29½ in. high. With an Imperial size design board it costs £27, although special quotations will be submitted for quantity orders.

Enquiry Ref. No. O8/4

NO NEED TO SHOUT

FOR offices where noise suppression is considered impracticable, the problem of comprehending telephone conversations may be answered by a new, transistorized attachment. Its purpose is to amplify the incoming voice to an intelligible level. Designed primarily for use by those who are hard of hearing, the *Clarafon* is a three-stage amplifier operated by two, small mercury batteries which are claimed to have a 'life' approximating to the duration of 1,600 three-minute calls.

Once the unit is in position (most internal and GPO telephones will take it), volume is controlled by a small switch or by swivelling the attachment round the ear-piece on its clips. In spite of its light weight—just over two ounces—the *Clarafon* should stand up to heavy use, since it is moulded from a nylon material. The price, inclusive of batteries, is 14 guineas.



Enquiry Ref. No. O8/5

COMPANY IMAGE

A PHOTOGRAPH of the works or even of the personnel manager could add that little something to the invitation to attend an interview, and when it is presented in the form of this *Photo-Stamp,* it becomes an ever greater attraction. It is in fact a

(Continued on page 51)

TYPROD
LINK MATTING
puts industry SAFELY on a firm footing!

'Typrod' non-slip matting is the ideal covering for factory floors—eliminating accidents and standing fatigue. It is soft to the tread, hard-wearing and hygienic. Both rigid and roll types are available in standard sizes or made to specification. Where machine lubricants are in use, oil-resisting material is supplied. Typrod mats are guaranteed.

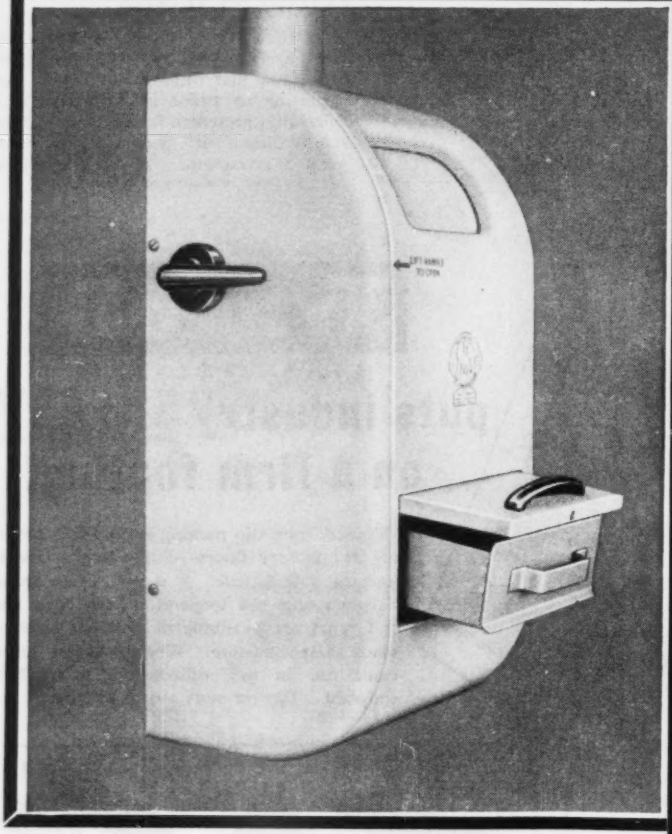
Contractors to the Ministry of Works and British Transport Commission, etc.

TYRE PRODUCTS LTD.
303 HARROW ROAD, WEMBLEY, MIDDLESEX
TEL: Wembley 9555

It's the **FAN** that makes **Wandsworth** the first name in **Incinerators**

Right :
Flush-mounted
BUNNIE

Below left :
Standard Surface-mounted
BUNNIE



FOR USE IN HOSPITALS, SCHOOLS, FACTORIES, NURSES HOMES, OFFICES, RESTAURANTS, ETC.

Exclusive **Wandsworth** built-in extractor fan on the 'Bunnie' incinerator entirely eliminates unpleasant odours due to smoke or fumes. By means of a simple relay system, several machines may use a common flue without risk of feedback—even when access doors are open.

● Completely hygienic ● Automatic operation ● Big capacity—100-150 staff ● Surface or flush wall mounting (Pedestal model also available—details on request). ● Residual ash deposited in ash drawer for later disposal ● Easy installation ● Minimum maintenance ● Long service life ● Outer case always remains cool ● Consumption 800 watts ● Available for A.C. or D.C. ● 12 months' guarantee.

All British made by Wandsworth, one of the most famous and experienced names in the electrical industry.

Technical advisory service available—please write or phone for new Incinerator Booklet.

THE WANDSWORTH ELECTRICAL MANUFACTURING CO. LTD.
(DEPT. PMM27) ALBERT DRIVE, SHEERWATER, WOKING, SURREY.
TELEPHONE: WOKING 3506

Wandsworth

EQUIPMENT MARKET CONTINUED

For further details complete enquiry coupon facing page 54

miniature photographic print, measuring either 1⅛ in. by 1½ in., or 2½ in. by 1½ in. ready gummed on the back. *Photo-Stamps* are delivered to you in perforated sheets of either 49 or 28 stamps each according to size. They can be obtained from any size or shape of photograph and there is no need to supply the negative. Apart from the cost of the original photograph, prices for *Photo-Stamps* vary between 15s. per single sheet and 10s. for 12 sheets or more—equivalent to around twopence or threepence per stamp.

Enquiry Ref. No. O8/6

Safety

FIRE-FIGHTING MADE EASY

SPEED, accuracy and coverage are essential features of the new *Model 1505* carbon-dioxide fire extinguisher. Mainly intended for fighting inflammable-liquid fires and those involving electrical equipment indoors, this leak-proof, strike knob, 5-lb equipment is said to have a mean range in still air of 11 ft.

Its full weight of 19½ lb enables it to be handled comfortably by women, and it can be reloaded on the spot in 60 seconds by any competent person. Experienced fire-fighters should be able to extinguish 9 sq. ft of fire with this model; and even inexperienced hands should be capable of dealing with a fire of some 6 sq. ft. From the upright position, carbon dioxide is expelled for 8 seconds at 65 deg. F., through a novel type of discharge diffuser.

Enquiry Ref. No. S8/1

MEASURES CONTAMINATION

IT is essential to the health of persons employed in workshops and laboratories using beryllium, its ores and alloys, that the beryllium concentration should not exceed two millionths of a gram per cubic metre. The new *4W* monitor visually records on a graph every 60 sec. the beryllium content of a fresh sample of the atmosphere in which the instrument is located.

It is said to give quantitative results over the range of 1-75 millionths of a gram per cubic metre, irrespective of the particle size or chemical composition of the beryllium atmospheric dust. The sampling head is portable and connected by an air hose, which also contains the connecting leads, to the estimating console.

The *4W* is fully automatic, and it operates on a pre-determined cycle in

(Continued on page 53)

You're Mr. Smith -that's OBVIOUS!

NOTHING could be more obvious when he wears a LONLABEL badge. It shows his name for all present to see but oh ! *so* neatly. Introduction is unnecessary. You know Smith and Smith knows you *at once*. You fall straight into pow-wow.

LONLABEL

RE-USABLE BADGES neatly frame a legible, typed or hand-written card. CARDS FREE WITH BADGES. DELIVERY EX-STOCK.

Write for leaflet NOW!

THE LONDON LABEL CO. (1921) LTD.
253a Beckton Road
LONDON, E.16
Telephone: ALBert Dock 1700

"G" BLOCKS FOR GENTS' CHANNELS

IMPART FRESHNESS TO URINALS
INSOLUBLE IN WATER
ABSORB OBNOXIOUS ODOURS

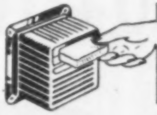
12 doz. 117/- 6 doz. 61/- 3 doz. 31/-

AIR PURIFIER TABLETS and PATENT PLASTIC HOLDERS
FOR ALL TOILETS

AROMATIC TABLET
AIR PURIFIER
DISPELS ALL SMELLS
REFRESHES THE ATMOSPHERE

Perfect deodorizers
Purify atmosphere

12 doz. 117/-
6 doz. 61/- 3 doz. 31/-



PATENT PLASTIC HOLDER A permanent fixture to the door or wall. Tablet cannot be removed.
Price - 4/6 - each
Pat. 683238. Reg. 862807

AROMATIC DISINFECTANT BLOCK CO., LTD.
9 AUGUSTUS ROAD, LONDON, S.W.19.

Carriage paid on all orders over £5

ABIX STEEL CLOTHES LOCKERS

All-steel construction Single Units or banks of two, three, or four. Stove-enamelled green. Lock and Die-cast handles.

Supplied in single, double, three-tier or four-tier.

Size of Single Unit
72" High
12" Wide
15" and 12" Deep

Write for illustrated catalogue P.M.4 to :—

ABIX (METAL INDUSTRIES) LTD.
Steel Equipment for Office & Factory
POOL ROAD, WEST MOLESEY, SURREY
Phone: Molesey 4361/3 Grams: ABIX, East Molesey
Also manufacturers of Cycle Stands, Adjustable Steel Shelving, Partitioning.

The 'Puretha' Mark IV Gas Respirator (Tested and Approved by the Ministry of Labour and National Service)

Safety in Comfort

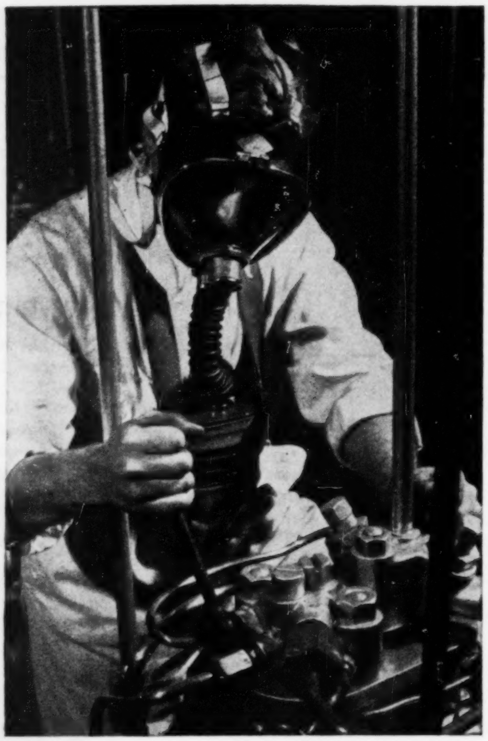
A Gas Mask can be both cumbersome and uncomfortable—but not the 'Puretha' Mark IV. As a result of thorough research and experiment, Siebe, Gorman & Co. have produced a gas respirator which can be worn for long periods in complete comfort.

The 'Puretha' Mark IV Gas Respirator gives both wide vision and an absolutely gas-tight fit with the minimum of adjustment; the window is of clear vision plastic and is so shaped that vision remains undistorted at any angle of view, the inspired air is deflected over the inside of the window to keep it clear of condensed moisture. The canisters of chemical absorbent we supply are specially coloured according to the gases against which they are proof. The Canister in use is held in an adjustable neck-sling and can be carried on the chest, at the side or on the back—whichever is most convenient. As an alternative to the full facepiece, we can supply mouthpiece, noseclip and goggles. The facepiece and breathing tube are in white or black rubber, and can be supplied either in a light fibre case or in a strong waterproof haversack. *Write to us for full details.*

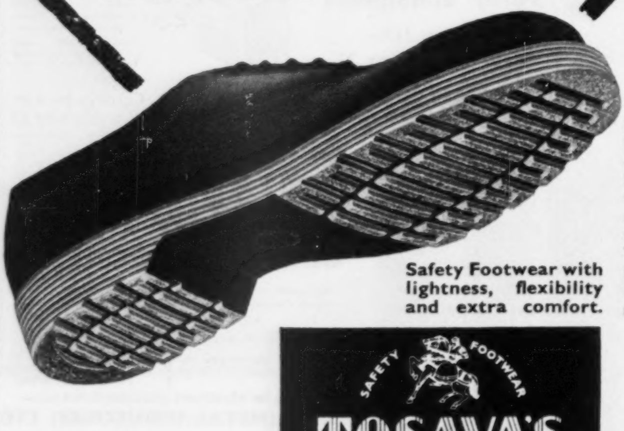
Everything For
Safety Everywhere
Air Compressors
Breathing Apparatus
Decompression Chambers
Dust Respirators
Gas & Fume Respirators
Protective Clothing
Resuscitation Equipment
Safety Helmets
Smoke Masks & Helmets

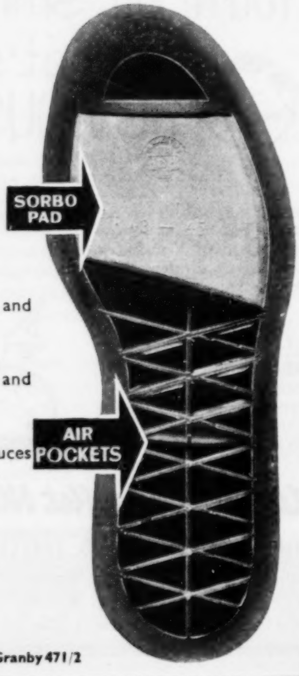
SIEBE
GORMAN

SIEBE, GORMAN & CO. LTD.
Neptune Works, Davis Road, Chessington, Surrey.
Telephone: Elmbridge 5900. Manchester Office:
274 Deansgate. Telephone: Deansgate 6000.



B.I.F. SENSATIONAL
NU-LITE SOLING





Boot comfort with lightness, flexibility and resilience.
Soles resistant to vegetable oils and mineral oils, alkalis and various acids.
Tested to Grade I, Spec 953.
Reduced fatigue reduces accident proneness.

Safety Footwear with lightness, flexibility and extra comfort.

SAFETY FOOTWEAR
TOSAVA'S

Only obtainable from:
BRIGGS INDUSTRIAL FOOTWEAR LTD., 17-23 Dover Street, Leicester. Telephone: Granby 471/2

EQUIPMENT MARKET

For further details complete enquiry coupon facing page 54

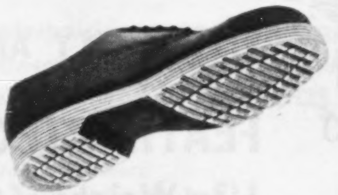
which it is first calibrated and then records a series of results at one-minute intervals.

Enquiry Ref. No. S8/2

REDUCING FOOT STRAIN

THERE is a danger that, when planning a campaign against foot injuries, undue attention is given to hazards which threaten from above the foot, whilst little consideration is allowed for the equally vital damage that can occur to the sole. It is to provide against these latter hazards that a well-known manufacturer has developed *Nu-Lite* soling.

The interior is of honeycomb design to provide a series of air pockets which, in conjunction with a sorbo shock-absorber pad under the ball of the foot, ensure a light and comfortable walking platform to reduce foot fatigue to a minimum.



Nu-Lite is claimed to be exceptionally durable and to be resistant to oils, acids and alkalis. There is the added advantage of its specially designed safety-grip tread, plus the fact that, since the soling is mechanically fused to the welt, stitching and other forms of attachment are eliminated.

Enquiry Ref. No. S8/3

FIRM-GRIP LIFTING

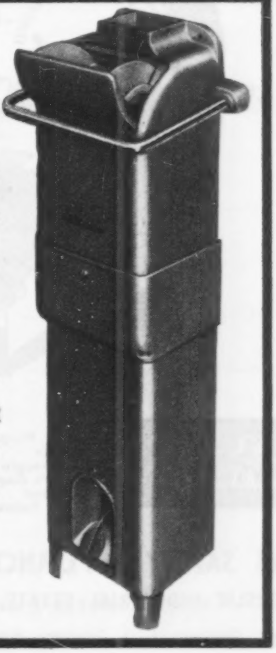
THINGS falling: this, as one of the Big Five situations which cause the majority of industrial accidents, may find a dread combatant in the form of *Camlock* lifting devices.

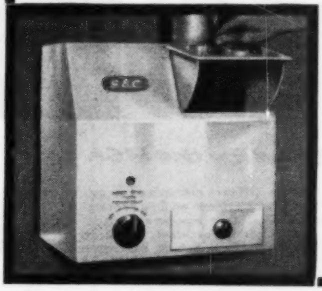
There are, in fact, three different models, each of which is designed to perform a particular lifting operation. First, there is the internal, expanding grab for rings and tubes: working on a latticed movement, the sling drops inside the article to be lifted and, by expansion outwards, applies a retaining pressure.

Second in this range is a scissor-tong lifter whose pincer-like jaws wrap round tubular objects, applying a positive grip. For lifting plates (glass or metal), there is the clamp which will take up objects from vertical or horizontal stacks.

Enquiry Ref. No. S8/4

The value readers place on this Equipment Market is clear from the flood of enquiries reaching the PERSONNEL MANAGEMENT AND METHODS Reader Service Department soon after an issue appears. Only new products qualify for inclusion in this section of the journal; and this selected display is appreciated. We invite firms to submit details of suitable products for this guide to safer and better working in industry.





G.E.C. SANFIRE

BRINGS YOUR TOILETS UP TO DATE

This G.E.C. incinerator offers the best possible means of sanitary disposal, for with it toilets acquire a high standard of hygiene and are always pleasant to use. Every woman will appreciate this very necessary extra service.

● *Very simple to use* ● *Absolutely safe*
● *Long reliable life* ● *Guaranteed twelve months*

SANFIRE MINOR
Wall mounting unit distinctively finished in gleaming white with black fittings. For premises used by up to 50 women. Cat. No. HO 6740. £27. Send for informative publication HO 4283.

SANFIRE MAJOR
Neat and durable pedestal version with foot control for larger premises. Cat. No. HO 6681. £49.10. Write for publication HO 1952.

The General Electric Co. Ltd.
Magnet House, Kingsway, London, W.C.2

PROTECT YOUR OPERATORS

EFFICIENTLY AND COMFORTABLY

with the NEW

FEATHERTECT APRONS

1/3rd Weight of Conventional Aprons

QUALITY 'S' For complete protection from oil, grease, petrol, paraffin, animal fats and vegetable fats. Non toxic. White or Green.

QUALITY 'A' Waterproof and highly resistant to Chromic acid and other corrosive fluids. Black only.

Made only by

DURATECT LTD.

58 VILLA ROAD, BIRMINGHAM 19
Telephone: NORthern 6875

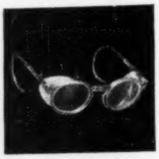
GENERAL PURPOSE GOGGLES
FLEXIFIT PLASTIC GOGGLES
VISOR & SPECTACLE GOGGLES

Eye Protection

MSA got you covered

However specialised the eye Protection needs of your workers—MSA can provide the answer. From a simple plastic spectacle overclip to a fully protective faceshield, the full range is available from MSA. Box-type goggles, industrial spectacles, single piece plastic goggles, there's a model that has been designed specially for your employees. MSA* Eye Protection is made to comply with relevant British Standards at favourable prices—and with prompt delivery.

Please send for more details and illustrated brochures.



MSA* SAFETY EQUIPMENT HEADQUARTERS

Genera Purpose Goggle
Visor Goggle
Welder's Goggle
Supergard Faceshield

Spectacle Goggle
Flexifit Plastic Goggle
Flexiweld Goggle
Wiremesh Faceshield

Plastic Overclip
Grinder's Goggle
Eye and Face Shields
Safeseal Goggle

Send for the MSA man

Safety and Welfare Officers are invited to call in their MSA Sales Engineer on Eye Protection problems and also discuss other equipment made to combat accidents in Industry. Representatives in London, Birmingham, Manchester, Newcastle, Belfast and Glasgow.
(*Trade Mark)

MINE SAFETY APPLIANCES CO. LTD.

QUEENSLIE INDUSTRIAL ESTATE, GLASGOW, E.3

Telephone : Shettleston 3421/6. Telegrams : Minscf, Glasgow

FURTHER ENQUIRIES. If a colleague has already used the reader service form, write to the Reader Service Department,

Personnel Management and Methods, Mercury House, 109-119 Waterloo Road, London, S.E.1, (or phone Waterloo 3388, ext. 216), quoting the reference number of the product enquired for.

TEAR OFF HERE

Personnel Management & Methods

FREE READER SERVICE

Use this reply-paid form to obtain more details on any product or service described in the editorial pages of PERSONNEL MANAGEMENT AND METHODS.

Insert the reference numbers

Ref.......................... **Ref**.......................... **Ref**..........................

Ref.......................... **Ref**.......................... **Ref**..........................

Ref.......................... **Ref**.......................... **Ref**..........................

Ref.......................... **Ref**.......................... **Ref**..........................

Any other enquiries or remarks re P.M.&M...

....

....

Your Name..
PLEASE USE BLOCK LETTERS

Position..

Company Name..

Address..

....

....

Industry or Product..

Approx. Total of Employees

Less than 100 ☐ tick
100 to 500 ☐ appropriate
More than 500 ☐ square

8-60

A FULLY COMPLETED FORM HELPS US TO GIVE YOU A BETTER SERVICE

FOLD AND TUCK IN

FIRST FOLD

SECOND FOLD

Postage
will be
paid by
Licensee

No Postage
Stamp
necessary if
posted in
Great Britain
or Northern
Ireland

BUSINESS REPLY CARD
Licence No. K.E. 1731

"Personnel Management & Methods,"
Reader Service Department
Mercury House, 109-119 Waterloo Road,
London, S.E.1.

TEAR OFF HERE

FURTHER ENQUIRIES. **If a colleague has already used the reader service form, write to the Reader Service Department,**

Personnel Management and Methods, Mercury House, 109-119 Waterloo Road, London, S.E.1 (or phone Waterloo 3388, ext. 216) quoting the reference number of the product enquired for.

MANAGEMENT DIARY FOR SEPTEMBER

BURTON MANOR (Wirral, Cheshire)

12-23 Supervisory management: for established foremen, designed to help develop leadership and management skills and techniques

18-23 Electrical safety: foremen's course run in co-operation with H.M. Inspectorate of Electrical Safety in Factories. Intended to emphasize the importance of constant vigilance in the maintenance and handling of electrical equipment.

BRITISH INSTITUTE OF MANAGEMENT

1-9 **Hartley Witney.** Case-study leaders: a residential course to assist those with some training experience to become more familiar with the use of case-studies

12 **Edinburgh.** Staff grading: follow-up on the recently-issued information summary on this topic. Speakers will discuss the reasons for having a grading scheme and the principles of salary determination. The conference will be supported by actual case-studies

17-24 **London.** Quicker reading

22 **Birmingham.** Management ratios and inter-firm comparison for directors, senior managers and accountants.

COLLEGE OF PRODUCTION TECHNOLOGY (Ashford, Kent)

Residential courses

12-16 Human relations: comprehensive study of subject, including consideration of attitude modification, satisfaction as the purpose of human behaviour, group dynamics, securing co-operation, evaluation of joint consultation, etc. Designed for all personnel connected with handling staff, although of interest to executive directors concerned with production and direction. Limited to 20 members

12-30 Management development: topics include human relations, work study, budgetary control and cost accounting, and internal audit. Suitable for middle and senior management, plus production and administrative executives

26-30 Foremanship: human relations topics occupy over half of this course which also includes discussion of work study and materials handling. Formal instruction is reduced to a minimum, most of the five days being devoted to discussion, experiment and the practical handling of human and work study problems. Rapid integration of the study group is given paramount emphasis so that the student comprehends the dynamics of informal groups within his own organization

26-30 Budgetary control, cost accounting and internal audit: for middle and senior management of industrial companies. The course is limited to 30 members.

INDUSTRIAL WELFARE SOCIETY

Non-residential conferences, courses, meetings in London

12-16 Foremen: training course designed to develop ideas on dealing with people by analyses of problems, expressing oneself clearly, and discussing the principles of supervision

19 Telephone receptionists: how to speak clearly, memory training, with a demonstration on personal grooming and suitable make-up

20-21 Personal secretaries: a refresher course for those in secretarial positions

20-22 Newly appointed graduates: introduction to commercial and industrial environment: standard company organization; human relations; and personal development

21 Manual lifting and handling: instruction for those employed on handling boxes, sacks and drums

27-28 Women supervisors: intended to provide an opportunity for those who are closest to the actual work to develop an understanding of the broad principles involved

27-29 Interviewing: dealing with disciplinary problems, employees' grievances, counselling and, of course, selection procedures

30 Industrial nursing: opportunity for nurses and welfare officers to examine common problems.

Conferences and meetings outside London

26-30 **Lilleshall Hall.** Manual lifting and handling course to train instructors

27 **Manchester.** Canteen costs and subsidy practices: discussion of the IWS Seventh Survey

28 **Birmingham.** Government pension proposals

28 **Manchester.** Demonstration of the latest IWS training filmstrips.

INSTITUTE OF INDUSTRIAL SUPERVISORS

Week-end residential courses in England

First Series

16-18 **Droitwich.** Practice of supervisory management: exchange of experience and ideas on the job of being responsible for other people's work

23-25 **Bournemouth.** Human relations: special consideration of the problems in human relationships which every foreman should be able to solve

30-Oct. 2 **Droitwich.** Human relations

Second Series

30-Oct. 2 **Buxton.** Practice of communication: syndicate exercise to give opportunity of thinking about basic skills called for in getting new ideas launched in a manufacturing company.

Week-end residential courses in Scotland

First Series

30-Oct. 2 **Troon.** Industrial relations and law: summary of the formal procedures governing relationships between workers' representatives, trade unions, employers and the State.

NATIONAL INSTITUTE OF INDUSTRIAL PSYCHOLOGY

12-16 Introductory course in personnel assessment and selection: intended as a qualifying course for those who propose to attend any of the other courses in this programme

26-Oct. 7 Interviewing: to develop skill at the selection interview, but including discussion of interviews for other purposes, such as those connected with promotion, employees' grievances and end of employment.

OTMA MANAGEMENT TRAINING CONSULTANTS

Courses in London

8-9 Sales letter writing

12-13 Successful speaking: working group for managers who wish to attain competence as speakers in a short time

12-16 Training techniques and organization: designed for training officers and for those earmarked for training duties

26-30 Management communications: how to present complicated information to committees and to meetings.

Courses outside London

5-6 **Newcastle.**
12-13 **Manchester.**
26-27 **Birmingham.**
} Sales letter writing.

ROFFEY PARK INSTITUTE (Horsham, Sussex)

19-23 Human relations: introduction to the principles underlying satisfactory human relations in commerce and industry, and the application of these principles to the practical problems of management. Intended chiefly for experienced men and women in middle management, although it appears to have been found useful for graduate management trainees.

SUNDRIDGE PARK MANAGEMENT CENTRE (Bromley, Kent)

4-9 Executive development: discussions of executive duties and responsibilities, communication, handling people and decision-making. Mainly suitable for senior managers, it could provide the younger manager with a guide to those matters which deserve his attention and practice

11-30 General management: comprehensive course reviewing a range of problems, including sales and marketing, personnel, production, work study, operational research, etc.

UNIVERSITY OF BIRMINGHAM (Institute for Engineering Production)

5-9 Business games: intended for those who may be considering the introduction of business games into their own companies and who wish to evaluate their use.

CLASSIFIED ADVERTISEMENTS

AUTOMATically costs go down, sales go up when you install Automat—the finest Vending Machines of every type. Three years' unconditional guarantee. Automat Machine Sales Ltd., 173 Elmers End Road, Beckenham, Kent. **BECKENHAM 8282** (5 lines).

INTRODUCING YOU TO RAMBLING, 8-page pamphlet, other literature and posters free to Personnel Officers, Works Canteens, etc., from **RAMBLERS' ASSOCIATION**, 48 Park Road, London, N.W.1.

METROPOLITAN COLLEGE

Specialised Postal Tuition—Taken at Home in Leisure Time—for the Membership Examination of the

INSTITUTE OF PERSONNEL MANAGEMENT

Also interesting, authoritative (non-examination) postal tuition in Personnel Management, Economics, Business Administration, Industrial Law, Statistics, Social Administration, etc.

Send today for free prospectus, mentioning exam, or subjects in which interested, to the Secretary, G1/85, Metropolitan College, St. Albans (or call at 30, Queen Victoria Street, London, E.C.4).

ST. ALBANS

BLICK MAKE IT IMPOSSIBLE TO DISGUISE ERRORS!

One of the many exclusive features of the Blick Watchman's Clock System is the automatic "tell tale" check.

Just by glancing at the printed record of patrols, you can see:—

(1) "danger hours,"
(2) over-regularity of patrols,
(3) the speed at which patrols are done,
(4) the general pattern of security obtained,

and it is not possible to disguise errors. With Blick records you see the truth, the whole truth and nothing but the truth.

ONLY THE

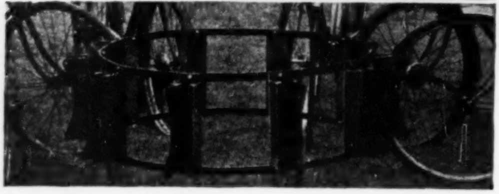
BLICK WATCHMAN'S CLOCK SYSTEM

HAS BUILT-IN SECURITY

BLICK TIME RECORDERS LIMITED
96-100 Aldersgate Street, London, E.C.1 Telephone: *MONarch 6256*

ABIX CYCLE HOLDERS

ABIX Cycle Holders ▶ fitted two sides of a wooden post, the four sides of which may be utilised if desired.
▼ ABIX Cycle Holders fitted on a frame of circular form some 3 ft. in dia. 10 cycles may be accommodated in this way with ample clearance between.



The ABIX Cycle Holder illustrated here has been designed for use in positions where our well known and popular types of cycle stand might not be convenient.
Robust and durable in construction made entirely of steel with a choice of stove enamelled or galvanised finishes.
The ABIX Cycle Holders will be found not only economical of space but remarkably quick and easy to use.
Please write for illustrated catalogue PM1

ABIX (METAL INDUSTRIES) LTD.
STEEL EQUIPMENT FOR OFFICE AND FACTORY
POOL ROAD, WEST MOLESEY, SURREY
Phone: MOLesey 4361-3 *Grams: ABIX, EAST MOLESEY*
Other ABIX products: CLOTHES LOCKERS, PARTITIONING

TO WORK ..
in Safety!

Specify

'EVERTRUSTY'

PROTECTIVE CLOTHING and INDUSTRIAL GLOVES
Obtainable ONLY from

Specialists in Industrial Safety
WALLACH BROS. LTD.
For over 70 Years

49, TABERNACLE STREET, LONDON. E.C.2
Tel: CLErkenwell 1448-9. Grams: Hammerman Ave., London

Members of the Royal Society
for the Prevention of Accidents

Is the incidence of Dermatitis in Industry declining?

No! The Annual Report of the Chief Inspector of Factories indicates that dermatitis in industry is not lessening. Yet the incidence can be controlled by using the appropriate Rozalex Barrier Cream for the work involved. These barrier creams have been accepted as the standard preparations for over 25 years by those concerned with occupational health. The severity of the risk varies with the trade, but in all occupations there is need for protection and cleanliness. Full technical resources are available on request to Rozalex Limited, 10 Norfolk Street, Manchester 2.

Protect hands with

ROZALEX BARRIER CREAMS

R111C

DUST IS DANGEROUS!

protect your workers from respiratory irritations and complaints cheaply and efficiently with

MARTINDALE PROTECTIVE MASKS

You can protect your workers against the effects of dust pollution of the atmosphere in your factory or workshop by providing Martindale Protective Masks.

The Mask which is readily acceptable by the worker, is of featherweight construction (less than ½ oz.), fits closely and comfortably without restricting natural breathing, and is approved and widely prescribed by doctors.

Martindale Masks are supplied with easily renewable Filter Pads, and their low cost is soon reimbursed by extra working efficiency and lower absence through illness.

Protect the eyes too

Shield your workers' eyes from flying particles by providing Martindale Eye Protectors. These clip straight on to the Masts—no extra head bands need to be worn.

For extra protection against dust provide Martindale Goggles and Eye shields.

Write for details or send 3/3 for sample Mask and Filter Pads.

MARTINDALE ELECTRIC CO. LTD., 63 WESTMORLAND ROAD. LONDON, N.W.9
Tel.: COLindale 8642

"FOR UNEQUALLED *versatility* IN TIME RECORDERS CHOOSE BLICK"

Only the Blick Range offers ALL TYPES on terms to suit ALL POCKETS with service to satisfy thousands of users

Time recording presents many complex problems but the Blick Range is so flexible, versatile and adaptable that it can solve every one, whether your works or office is small, large—or vast.

That is why tens of thousands of Blick Time Recorders are in use all over the world. That is why it is well worth while getting in touch with Blick before you buy any kind of Time Recorder.

All Blick models are available on very attractive rental terms—for ten years, five years or short periods to suit individual requirements—or for outright purchase.

An enquiry now will bring you the answer—after careful study of your needs—to your problem and will cost you nothing.

BLICK CARD-SYSTEM RECORDERS are ideal for clocking hourly-paid workers. They can be supplied in either wood or metal cases; electrical or mechanical; to print one or two colours—automatically or by depression of a handle; for set in-out times or to cope with overlapping in-out times.

BLICK TIME RECORDERS LTD
96/100 ALDERSGATE ST. E.C.1 Phone: MONARCH 6256

PEEL'S Sectional Buildings quickest up! longest up!

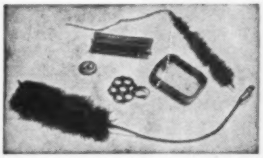
PEEL'S *Sectional* BUILDINGS

- Easy to erect
- New timber throughout
- Extensive range of standard designs
- Individually designed if required
- Free delivery within 200 miles radius

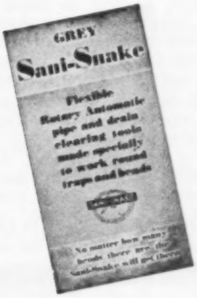
Send for PEEL'S comprehensive catalogue and price list, or ask for representative to call

H. PEEL LTD., Mearclough Works, Wakefield Road, Sowerby Bridge, Yorkshire. Tel: Halifax 81211.

Keep plumbing clear



REMOVED by the "Sani-Snake" after all attempts by other means had failed.


GREY
Sani-Snake
Flexible Rotary Automatic pipe and drain clearing tools made specially to work round traps and bends
No matter how many bends there are, the Sani-Snake will get there

One blocked waste pipe may cost you anything from £10 to over £100 for excavation or dismantling. A "Sani-Snake" will cost you £10 or less and will eliminate the necessity for such costly work. A very large number of famous manufacturing firms and departmental stores are daily using the "Sani-Snake."

The equipment reduces the clearance of pipes to the simple job of turning a handle. Any member of the maintenance staff can use it. There is work for a "Sani-Snake" wherever pipes are in use.

Write for free explanatory illustrated folder and price list.

Licensee and Manufacturer

CHARLES C. GREY
20-21 TOTTENHAM MEWS
TOTTENHAM ST.,
LONDON, W.1
Telephone: MUSeum 9145

CONSULT NEW WELBECK for expert advice on ALL Cleaning and Maintenance problems

A wide range of versatile and adaptable equipment is available to solve all cleaning problems in industry and commerce.

A Duplex model in use at Vauxhall Motors Ltd.

By appointment to
H.M. The Queen
Suppliers of
Vacuum Cleaners

Write for further information or free demonstration, entirely without obligation, to Dept. 3.

NEW WELBECK LIMITED

HEAD OFFICE & WORKS:
Moulsecoomb Way, Brighton 7, Sussex. Brighton 61666 (PBX)
LONDON OFFICE: 6 Cavendish Square W.1. LANgham 1517 (PBX)
Branches in Birmingham, Manchester, Scotland and Eire

THE DISPOSAL PROBLEM SOLVED AT LAST

Here is the SIMPLEST, LEAST EXPENSIVE solution to this difficult problem. Each lavatory is fitted with a LUNA-BIN, which, as well as being a receptacle, dispenses specially designed 'wet strength' bags. The used sanitary protection is placed in one of the bags and is then dropped into the LUNA-BIN. This is emptied each night *without* the contents being touched.

THE LUNA SYSTEM is a hygienic necessity, and is adaptable to suit your own particular circumstances.

Bags in pink or white and Bag Dispensers can be supplied if you already have a disposal system, and the BAG DISPENSERS ARE FREE with initial orders. Brochure and prices on request—please write.

THE LUNA SYSTEM HYGIENE PAPER PRODUCTS LTD.
Dept. (PM.3) 79 Gracechurch St. London E.C.3. Tel. MANsion Hse. 6130

A NEW FIBRE REINFORCED CAP

to BSS 2095 Industrial Helmets (Light Duty)

The CROMWELL M8/11

Special features include:

★ Immensely strong but light fibre shell reinforced for maximum impact resistance.

★ Fluted air vents designed for working in hot climates or conditions of extreme heat.

★ Fixed P.V.C. coated nylon webbing. Polythene headband, adjustable to half sizes from $6\frac{3}{8}$ to $7\frac{5}{8}$.

★ Finish Black or White. Special colours to order for quantities of 100 or more. Cap Lamp fitting if required.

★ Can also be supplied with B.S.I. Kite Mark under Licence No. 2959.

All Enquiries to:

HELMETS Ltd
WHEATHAMPSTEAD · HERTS
Telephone:
Wheathampstead 2221

CLASSIFIED GUIDE TO SERVICES & EQUIPMENT

BADGES
The London Label Co. (1921) Ltd.

CANTEEN EQUIPMENT
Bartlett, G. F. E., & Son Ltd.
Benham & Sons Ltd.
Dawson Bros. Ltd.
E.U.K. Catering Machinery Ltd.
Gaskell & Chambers Ltd.
Institution Supplies
Jackson Boilers
Medcalfe & Co. (1950) Ltd.
Mono Containers Ltd.
Shepherd, H. C., & Co. Ltd.

CANTEEN & TUBULAR FURNITURE
Cox & Co. (Watford) Ltd.
Formica Ltd.
Hostess Tubular Equipment Ltd.
Remploy Ltd.
Shepherd, H. C., & Co. Ltd.

CATERING CONSULTANTS
Luncheon Vouchers Ltd.
Merchant, Peter, Ltd.
Midland Counties Industrial Catering Co. Ltd.
Scottish Industrial Catering Co.
Trett, A. J., & Son Ltd.

CHAIRS
Bentwood Chair Co. Ltd.
Cox & Co. (Watford) Ltd.
Tan-Sad Chair Co. (1931) Ltd.

CLEANING SERVICES
Clean Walls Ltd.
Edwards, N. A. W., & Co. Ltd.
General Cleaning Contractors Ltd.
Grey, Charles C., Ltd.
Leeming Bros. Ltd.
Strand Cleaning Services

CLOAKROOM FACILITIES
Advance Linen Services
Aromatic Disinfectant Block Co. Ltd.
British Perforated Paper Co. Ltd.
Bylock Electric Ltd.
Linen Replacement Services Ltd.
Sieber, James, Equipment Co. Ltd.
Southalls (Birmingham) Ltd.

COURSES OF TRAINING
College of Production Technology
International Correspondence Schools Ltd.
Metropolitan College
Palantype Organization
Woolwich Polytechnic

CYCLE PARKS
Abix (Metal Industries) Ltd.
Odoni, Alfred A., & Co. Ltd.

DETERGENTS
Domestos Ltd.
Stephenson Clarke (Teepol) Ltd.

DISPENSERS
Brightwell Dispensers Ltd.

FIRE ALARMS & EQUIPMENT
Pyrene Co. Ltd.
Service Electric Co. Ltd.
Sound Diffusion (London) Ltd.

FIRST-AID EQUIPMENT
Cuxson, Gerrard & Co. Ltd.
Vernon & Co. Ltd.
Wallace Cameron & Co. Ltd.

FLOOR MACHINES
Columbus Dixon Ltd.
New Welbeck Ltd.
Powell & Co. Ltd.
Progress (Universal) Ltd.
Resco Machines Ltd.
Truvox Ltd.

FLOOR POLISHES
Furmoto Chemical Co. Ltd.
Johnson, S. C., & Sons Ltd.
Ronuk Ltd.

HAND DRYERS
Broughton, J., & Son (Engineers) Ltd.
Spiral Tube & Components Co. Ltd.

HAND CLEANSERS & PROTECTION
Borax Consolidated Ltd.
Deb Chemical Proprietaries Ltd.
Duckham, Alexander & Co.
Gre-Solvent Co. Ltd
Ibex Petroleum Products Ltd.
Newton, Chambers & Co. Ltd.
Rozalex Ltd.
Sandeman Bros. Ltd.
Wimsol Ltd.

HEALTH PRODUCTS
Calmic Ltd.
Domestos Ltd.
Wrights Coal-Tar Soap

INDUSTRIAL FILMS
British Transport Films
Rank Precision Industries Ltd.
Shell International Petroleum Co. Ltd.

LOCKERS
Abix (Metal Industries) Ltd.
Harvey, G. A., & Co. (London) Ltd.

NOTICE BOARDS
Hill Bros. (Service) Ltd.
Kennett Price Markers Ltd.

OFFICE EQUIPMENT
Valor Co. Ltd.

OVERALLS
Angus Jowett & Co. Ltd.
Garrould, E. & R., Ltd.
Harboro' Rubber Co. Ltd.
Monogram Overalls
Pantyfe Ltd.
Remploy Ltd.
Supercraft (Garments) Ltd.
Sketchley Overall Service Ltd.
Whaley Bridge Manufacturing Co. Ltd.
Wheeler, H., & Co. Ltd.
Wood Harris & Co. Ltd.

PAPER TOWELS
Bowater-Scott Corporation Ltd.
Harcraft Ltd.
Kimberly-Clark Ltd.

PARTITIONING
Abix (Metal Industries) Ltd.

PENSION SCHEMES
Legal & General Assurance Society Ltd.
Norman Frizzell (Life & Pensions) Ltd.
Prudential Assurance Co. Ltd.

PEST CONTROL
Disinfestation Service, The
Edwards, N. A. W. & Co. Ltd.

PROTECTIVE CLOTHING
Angus, George, & Co. Ltd.
Arthur Miller Ltd.
Barras Rubber Co. Ltd.
Duratect Ltd.
Greater London Rubber Co. Ltd.
Jeltek Ltd.
R.F.D. Clothing Co. Ltd.
Siebe Gorman & Co. Ltd.
Wallach Bros. Ltd.

SAFETY BOOTS
Betts & Broughton Ltd.
Briggs Industrial Footwear Ltd.
I.T.S. Rubber Co. Ltd.
Protective Footwear Service Ltd.
Wilkins & Denton Ltd.

SAFETY GLOVES
Bennett, H. G., Ltd.
Chichester Rubber Co. Ltd.
Martindale Electric Co. Ltd.
Northide Ltd.

SAFETY GOGGLES & SPECTACLES
Chapman & Smith Ltd.
Fleming, J. & R., Ltd.
Pyrene Panorama Ltd.
Safety Products Ltd.

SAFETY HELMETS
Helmets Ltd.
Siebe Gorman & Co. Ltd.

SAFETY MACHINE GUARDS
Braby, Frederick, & Co. Ltd.
Harvey, G. A., & Co. Ltd.

SAFETY MATS
Nuway Manufacturing Co. Ltd.
Tyre Products Ltd.

SAFETY—MISCELLANEOUS
Barrow, Hepburn & Gale Ltd.
British Celanese Ltd.
E.M.I. Electronics Ltd.
Ferranti, Denis, Meters Ltd.
Irving Air Chute of Great Britain Ltd.
Security Products Ltd.

SANITARY DISPOSAL
Cannon Hygienic Products Ltd.
General Electric Co., The
Hygiene Paper Products Ltd.
Sugg, Wm., & Co. Ltd.
Wandsworth Electrical Manufacturing Co. Ltd.

SANITARY SUPPLIES
Johnson & Johnson (Gt. Britain) Ltd.
Peter's Automatic Machines Ltd.
Robinson & Sons Ltd.
Simplamatic Machine Co. Ltd.

SERVICES
Gas Council
N.I.F.E.S.

SOUND ACOUSTICS
Cullum, H. W., & Co. Ltd.

SPORTS FACILITIES
En-Tout-Cas Co. Ltd.
Peel, H., Ltd.
Samuel, H.

TIME RECORDERS
Blick Time Recorders Ltd.

TRAVEL
Skyways Coach/Air Ltd.
Transglobe

VENDING MACHINES
Autobars Co. Ltd.
Automat Machine Sales Ltd.
Automatics Trading & Vending Co. Ltd.
British Automatic Co. Ltd.
Chadburn (Liverpool) Ltd.
Ditchburn Vending Machines Ltd
Gloster Equipment Co. Ltd.
Machine Economy Ltd.
Peter's Automatic Machines Ltd
Sankey, Joseph, & Sons Ltd.
Still, W. M., & Sons Ltd.
Vendepac Ltd.

WALL CLEANING MACHINES
Revvi Ltd.

WATCHMEN'S CLOCKS
Blick Time Recorders Ltd.
English Clock Systems Ltd.
Llewellins Machine Co. Ltd.
Thames Manufacturing Co. Ltd.

WELFARE FACILITIES
Ellisdon Bros. Ltd.
Payne & Son (Butchers) Ltd.

THIS MONTH'S ADVERTISERS

Abix (Metal Industries) Ltd., 51 *and* 58
Appointments Vacant, 2
Aromatic Disinfectant Block Co. Ltd., 51
Autobars Co. Ltd., 30-31

Bartlett, G. F. E., & Sons Ltd., 48
Blick Time Recorders Ltd., 58 *and* 59
Borax Consolidated Ltd., 46
Briggs Industrial Footwear Ltd., 52
British Automatic Co. Ltd., 34
Bronco Ltd., 4

Chadburns (Liverpool) Ltd., 18
Classified Advertisements, 57
College of Production Technology, 11

Dawson Bros. Ltd., 14
Ditchburn Vending Machines Ltd., 36
Duratect Ltd., 54

Eagle Star Insurance Co. Ltd., 7

Gas Council, *back cover*
General Electric Co. Ltd., 53
Gloster Equipment Co. Ltd., 44
Grey, Charles C., 59

Harvey, G. A. & Co. (London) Ltd., 10
Helmets Ltd., 60
Hygiene Paper Products Ltd., 60

James Sieber Equipment Co. Ltd., 7

London Label Co. (1921) Ltd., 51

Machine Economy Ltd., 12
Martindale Electric Co. Ltd., 59
Merchant, Peter, Ltd., 38
Metropolitan College, 57
Metropolitan Pensions Association Ltd., 8
Mine Safety Appliances Ltd., 54

National Automatic Machines Ltd., 21
New Welbeck Ltd., 60
Newton Chambers & Co. Ltd., 19 *and* 20
Noble Lowndes & Partners Ltd., 10
Norman Frizzell (Life & Pensions) Ltd., 12
Northide Ltd., 3

Pantyfe Ltd., 47
Peel, H., Ltd., 59
Prudential Assurance Co. Ltd., 15

Revvi Ltd., 45
Rozalex Ltd., 58

Sankey, Joseph, & Sons Ltd., 6
Siebe, Gorman Ltd., 52
Still, W. M., & Sons Ltd., 17
Strand Cleaning Services Ltd., 1
Sugg, W. M., & Co. Ltd., 5

Tan Sad Chair Co. (1931) Ltd., 16
Tyre Products Ltd., 49

Vendepac Ltd., 22

Wallach Bros. Ltd., 58
Wandsworth Electrical Manufacturing Co. Ltd., 50
Wheeler, H., & Co. Ltd., 1
Wilkins & Denton Ltd., *inside front cover*
Wimsol Ltd., 36

it's his
future...
SHENFIELD

...backed by MR. THERM who Burns to Serve the food and catering industries always...

Essential to all concerned with the choosing and usage of gas appliances, and kitchen planning for commercial catering . . . The Gas Council's CATERING HANDBOOK. Price 4/- from your Area Gas Board.

...in all ways. Today, super-markets and frozen foods— what of tomorrow? He will grow up with Mr. Therm, for each advance made by Catering Managements and Food Manufacturers will be helped by the unceasing research of the Gas Industry towards new and improved equipment. Through the twelve Area Gas Boards, the Gas Industry offers an unrivalled free advisory service on fuel to the Food Industries.

Write or 'phone your problem to your Gas Board NOW

82/3

ISSUED BY THE GAS COUNCIL